



## OFFICE OF THE COUNTY ADMINISTRATOR

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### County of Sonoma

575 Administration Drive - Room 104A  
Santa Rosa, CA 95403-2888

**p:** (707) 565-2431

**f:** (707) 565-3778

**M. CHRISTINA RIVERA**  
County Executive

**JENNIFER SOLITO**  
Assistant County Administrator

**PETER BRULAND**  
Deputy County Administrator

**BARBARA LEE**  
Deputy County Administrator

**CHRISTEL QUERJERO**  
Deputy County Administrator

**PAUL GULLIXSON**  
Communications Manager

DATE: May 31, 2024  
TO: Members of the Board of Supervisors and Board of Directors  
FROM: M. Christina Rivera, County Executive  
SUBJECT: Board Budget Requests

This tab includes Board Budget Requests with staff responses to each.

Board Budget Requests are opportunities for Board Members to submit requests for funding to be considered during budget hearings.

Requests are listed in the Budget Hearing Deliberation Tool in **Tab 3** for consideration during Budget deliberations.

#### Attachments:

A – Board Budget Requests (BOS-01 through BOS-21)





Board Budget Requests  
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# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Susan Gorin

**Date:** March 28, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

**Request Title:**

Additional funding for Eucalyptus removal

**What will the funds be used for and why it is needed?**

In 2021, the Board of Supervisors approved \$500,000 per district to remove eucalyptus trees as a safety precaution. The First District identified a stand of Eucalyptus trees along 8<sup>th</sup> Street East in Sonoma for removal (map attached, submitted with original request).

This particular stand of trees is along the Union Pacific Rail line, and there have been hold ups in getting the required permissions. Currently, the project is waiting on the railroad to remove train cars from the area. Once these are removed, environmental site assessment can be completed, and the project can begin. However, the allocated funds are no longer sufficient to remove and dispose of all of the trees due to cost escalations, so this additional funding is requested.

**What Strategic Plan does this request directly support?**

Resilient Infrastructure

**What is the amount of the one-time funding request?**

\$200,000 (estimate from Johannes Hovertsz, March 2024)

**What department will be responsible for implementing this item?**

Parks/Pi

**Does this funding request leverage additional funding?**

The original \$500,000 allocated for this purpose.

**\*\*To Be Completed By Staff\*\***

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-01**

**Description of Request:**

Supervisor Gorin is requesting Sonoma Public Infrastructure (SPI) to manage a eucalyptus tree removal project originally approved in 2021. The project has been delayed due to permitting and logistical issues, however both of those issues have been resolved and if additional funding is approved tree removal can commence. Updated need estimate was provided by SPI.

**Staff Response**

Public Infrastructure was selected to manage this project in 2021 and has the technical and administrative capability to complete this work in coordination with Board staff and the CAO if funding is approved.

**PROJECT DESCRIPTION:**

Remove\* all eucalyptus trees within the west and east side of the road right of way and within the 55' wide railroad right of way on the east side of 8th St E.

Approximate tree count\*\*:

**Section 1**

6"-12" DBH = 5  
 24" DBH = 2  
 36" DBH = 3

**Section 2:**

6"-12" DBH = 10  
 24" DBH = 5  
 36" DBH = 1

**Section 3:**

6"-12" DBH = 55  
 24" DBH = 25  
 36" DBH = 15

**Section 4:**

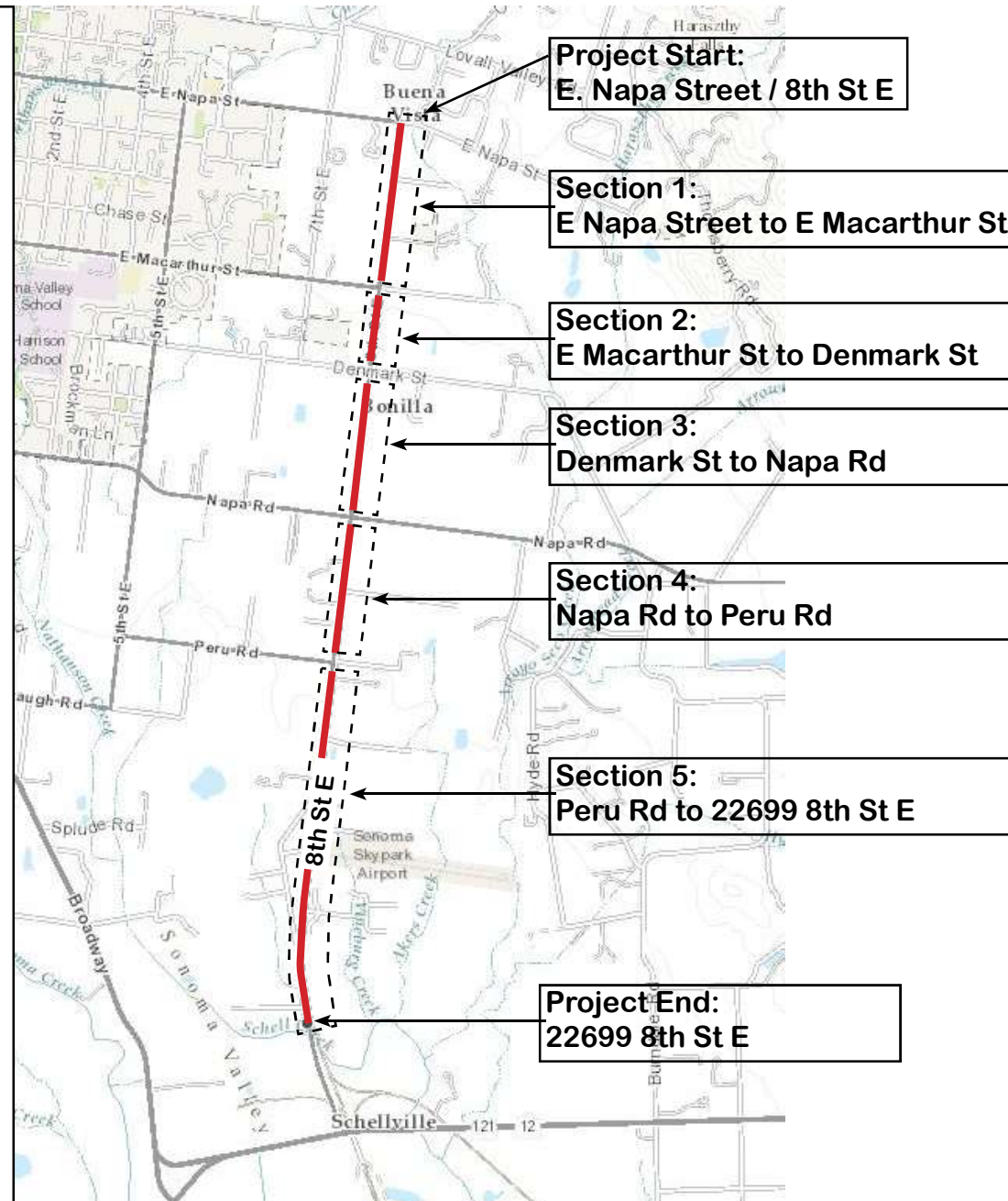
6"-12" DBH = 50  
 24" DBH = 50  
 36" DBH = 30

**Section 5:**

6"-12" DBH = 100  
 24" DBH = 50  
 36" DBH = 30

\* Removal includes: cut to base, leave root ball and stump, treatment to prevent resprouting

\*\*Tree count to be verified by contractor and included in bid



**Job Site Location - Project Map and Work Description**  
**8th Street East - Eucalyptus Tree Removal**





# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Susan Gorin

**Date:** March 18, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

### **Request Title:**

**BOS Aide allocation increase from .5 to 1.0**

### **What will the funds be used for and why it is needed?**

**District 1 has a staffing allocation of 3.5: 1 Staff Assistant; 2 Field Reps, and one half-time BOS Aide.**

Due to the amount of work that District 1 does, including running 3 separate brown acted councils/commissions and an intensive Latinx outreach strategy, additional support is needed. Increasing the BOS Aide allocation to 1.0 would address this issue.

### **Rationale**

**District 1 contains the largest (by population) unincorporated urban community;** the Springs. The Springs is dense, with mixed commercial and residential uses, small lots, multifamily housing, and “urban” issues of trash, homelessness, petty crime, vandalism, safe bike and pedestrian routes, and other quality of life issues. By estimates provided by the CAO staff, the Springs (which combines the communities of Agua Caliente, Fetters Hot Springs, Boyes Hot Springs and El Verano) has about 17,000 residents. It is also directly adjacent to the City of Sonoma to the southeast, sharing a long border that is indistinguishable without looking at a map, except by the stark contrast in the quality of the infrastructure between unincorporated and incorporated. Though the First District as a whole is older, wealthier, and has higher educational attainment than other districts, residents of the Springs are more likely to live in poverty, have lower educational attainment, larger families, and speak Spanish or indigenous languages, and are demographically similar to areas like Roseland and Moorland.

In official demographic studies of the County, this community is diluted due to the way the census tracts are drawn—there is one census tract, Fetters Hot Springs, that routinely shows up as under resourced in measurements like the Portrait of Sonoma, Countywide Assessment of Fair Housing, and the Climate and Economic Justice Screening Tool (CEJST), but it is fairly small in population, containing less than half of the population of the Springs by rough estimate. This impacts how competitive this area is for funding designated for disadvantaged communities such as the ARPA funds or other efforts to target areas most impacted by disasters or trauma. In short, this is an under resourced community, and the First District’s workload reflects this, with most of the work of the district office being focused on this community.



**What Strategic Plan does this request directly support?**

Organizational Excellence; Racial Equity and Social Justice

**What is the amount of the one-time funding request?**

\$88,963 for 24/25 (estimate from Jade Kim in March, 2024). This is not one time, as we are requesting to formally change District 1's staffing allocation moving forward to four 1.0 employees instead of three 1.0 and one .5.

**What department will be responsible for implementing this item?**

BOS-District 1

**Does this funding request leverage additional funding?**

n/a

**\*\*To Be Completed By Staff\*\*****STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-02****Description of Request:**

If approved, this request would increase an existing 0.5 FTE Board of Supervisor Aide to 1.0 FTE.

**Staff Response**

Current position allocations by district is included in the table below. More information on staffing can be found in BIR22.

Table: Board of Supervisors **Permanent** FY 2023/24 staffing by district

<b>Staff</b>	<b>District 1</b>	<b>District 2</b>	<b>District 3</b>	<b>District 4</b>	<b>District 5</b>
Supervisor	1.0	1.0	1.0	1.0	1.0
Staff Assistant II (District Director)	1.0	1.0	1.0	1.0	1.0
BOS Field Representative	2.0	0.0	1.0	2.0	3.0
Board Aide	0.5	2.0	1.0	0.5	0.0
<b>Total</b>	<b>4.5</b>	<b>4.0</b>	<b>4.0</b>	<b>4.5</b>	<b>5.0</b>

Previously, position allocations were set by the Board based on a formular reviewing the share of unincorporated population in each district. In some cases, districts have increased staffing using district discretionary funds for extra help or full-time positions, which are not included in the table above.

The Board can choose to adjust positions at their discretion. One additional consideration, however, is that the current District 1 Supervisor did not run for reelection, and so there will be a new supervisor in 2025. It may be preferable to delay changes to district staffing until the new supervisor has a chance to assess her needs.



# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Susan Gorin

**Date:** March 28, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

**Request Title:**

**Evacuation analysis for Los Guilicos campus**

**What will the funds be used for and why it is needed?**

This request for funds is to support an evacuation analysis of the Los Guilicos campus, including evaluation of the evacuation during the Glass Fire (notification, timing of evacuation, destination of those evacuating, mode of transportation for evacuation including buses originating from where, county vans and private vehicles, etc); evaluation of existing emergency plans; and recommendations for improvement in planning and training for staff on the campus.

The County owned Los Guilicos campus has been subject to wildfire impacts in both the 2017 Sonoma Complex Fire, and the 2020 Glass Fire. Over the past few years, the County has also intensified the housing of vulnerable populations on this campus: the LG Village quikhaven huts housing around 60, which has recently become the renovation of the dormitories in the Juvenile Hall to house around 140 individuals; the existing Valley of the Moon Children's Center, which will be adding a substance abuse treatment center; and Crestwood Behavioral Health Psychiatric Health Facility (PHF) which has 16 beds for patients. All of these facilities also have care providers and staff who would be impacted in an emergency situation.

In parallel, development is increasing in this area, with the development formerly called Elnoka Village currently in approval with the City of Santa Rosa across the street from these facilities (between Oakmont and Melita Road); the Mahonia Glen affordable housing development at Highway 12 and Calistoga Road; and the large developments planned in the Sonoma Valley at the former Sonoma Developmental Center campus and the Hanna Center. These developments will add thousands more people to the road in the event of a large-scale evacuation.

The Los Guilicos campus and these current and future developments are all served by Highway 12, a narrow State highway with only one lane running each direction. It is the only road to get west to Santa Rosa or east to Sonoma for tens of thousands of people. On the ground experiences of those evacuating in 2020, in Oakmont and elsewhere along the corridor, tell us that evacuation occurred over 4 hours with some waiting in traffic queues of 2 hours in order to exit onto Highway 12. Houses were burning within minutes of the last cars evacuating Oakmont.

The Oakmont Home Owners Association contracted with KLD Associates to complete an evacuation analysis, with projected evacuation times of 1 ½ to 4 hours from Oakmont. The Valley of the Moon Alliance is currently contracting with KLD Associates to complete an evacuation analysis from Oakmont south.

An evacuation analysis of the Los Guilicos campus produced by the County would help us prepare for and complete evacuations more efficiently and safely, as well add to the body of evacuation analyses for Sonoma Valley. If we are to continue to place vulnerable people in this fire prone area, surrounded by land classified by CalFire as Very High fire hazard, we should do our due diligence and ensure that we know what the risks are, that site specific emergency plans are sufficient, and that staff on the Los Guilicos campus are adequately trained.

**What Strategic Plan does this request directly support?**

Resilient Infrastructure

**What is the amount of the one-time funding request?**

\$80-\$100k (rough estimate provided by Jeff Duvall March 2024)

**What department will be responsible for implementing this item?**

Department of Emergency Management, Public Infrastructure

**Does this funding request leverage additional funding?**

No

**\*\*To Be Completed By Staff\*\***

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-03**

**Description of Request:**

This item requests completion of an evacuation study for the Los Guilicos campus (LG). The study would focus on past and future wildfire events, conducting a risk assessment and transportation study of LG while considering current and future community growth in the area, along with traffic impacts of State Highway 12. In addition, the study would review the County's Emergency Action Plan program that is administered by the Human Resources Department – Risk Management.

**Staff Response**

If funding is approved Emergency Management staff will develop a study scope in coordination with City of Santa Rosa and county departments operating programs on the Los Guilicos campus.



# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Susan Gorin

**Date:** April 2, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

**Request Title:**

**Groundwater User Fee Subsidy - Sonoma Valley GSA/Petaluma Valley GSA**

**What will the funds be used for and why it is needed?**

In November 2023, the Board of Supervisors approved three years of funding at approximately \$1 million per year to support the Sonoma Valley and Petaluma Valley GSAs in order to keep groundwater user rates in these basins consistent with the Santa Rosa Plain GSA. With this approval, the non-municipal users of groundwater, primarily agricultural and rural residential users, will receive funding support that allows them to pay the same rate as agricultural and rural residential groundwater users in the Santa Rosa Plain GSA service area. With this funding support from the County of Sonoma, the municipal users would still pay the full rate for groundwater use in the Sonoma Valley and Petaluma Valley GSA service areas. Based on the preliminary numbers from the agencies ongoing Rate & Fee Study updates, the total amount needed to equalize fees across all three basins is \$1,085,914.

Since the Board of Supervisors funding approval, the concept of providing additional funding for municipal groundwater users has been raised which, if adopted, would provide funding support to allow municipal groundwater users in the Sonoma Valley and Petaluma Valley GSAs to pay the same rate as the Santa Rosa Plain GSA municipal groundwater users. The additional funding needed to achieve the same rate for all municipal users as the Santa Rosa Plain is estimated to be around \$92,100, with the total maximum amount of \$1,178,000 needed to achieve parity for all users across all basins.

**What Strategic Plan does this request directly support?**

Climate Action and Resiliency, Resilient Infrastructure

**What is the amount of the one-time funding request?**

\$276,300 over three years.

**What department will be responsible for implementing this item?**

Sonoma Water (Groundwater Sustainability Agencies)

**Does this funding request leverage additional funding?**

Three years of funding at approximately \$1 million per year to support the Sonoma Valley and Petaluma Valley GSAs approved by the Board in November 2023. This would supplement that allocation.



**\*\*To Be Completed By Staff\*\*****STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-04****Description of Request:**

This request seeks an additional amount of approximately \$92,100 annually to be provided to the Sonoma Valley and Petaluma Valley Groundwater Sustainability Agencies to provide subsidies for municipal users. Currently only rural users (including residential users and agricultural users) are subsidized. Municipal users who would be subsidized through this request are the Cities of Petaluma and Sonoma and the Valley of the Moon Water District.

**Staff Response**

On October 17, 2023, the Board received an update on implementation of the Sustainable Groundwater Management Act (SGMA). SGMA requires that groundwater be managed in state-designated high- and medium-priority basins to ensure that it is used in a sustainable manner and that sufficient groundwater will be available for future users and the environment. Management of groundwater in these basins falls to Groundwater Sustainability Agencies (GSAs). Sonoma County currently has three separate GSAs covering its three regulated basins: the Santa Rosa Plain, Petaluma Valley, and Sonoma Valley. Each of these GSAs is formed by a Joint Powers Agreement between the County, Sonoma Water, and the cities and water districts that overlie the basins.

Since inception, the County has helped fund the Groundwater Sustainability Agencies. From FY 2017-18 through FY 2021-22 the County (along with the Sonoma Water and other JPA members) helped fund the three basins while the initial plans were in development, with State grants significantly offsetting costs. By FY 2022-23 the three basins had moved to be funded by a mixture of State grants and groundwater user fees. Due to the nature of the GSAs, whose costs are largely fixed and tied to monitoring and plan development but who have significantly different numbers of users, the fees to support the Petaluma Valley and Sonoma Valley GSAs were calculated to be significantly higher than the fees in the Santa Rosa Plain. In order to offset this difference, during FY 2022-23 budget hearings the Board approved \$1.5 million over two years to subsidize rates for rural users and ensure that they were the same across all three basins. A summary of payments from the County to the GSAs is included in the table below.

Table: Payments from the County to GSAs\*

Fiscal Year	Petaluma Valley	Santa Rosa Plain	Sonoma Valley	Total
FY 2017-18	\$143,333	\$55,000	\$117,233	\$315,566
FY 2018-19	\$143,333	\$64,000	\$117,222	\$324,555
FY 2019-20	\$28,667	\$200,000	\$16,667	\$245,334
FY 2020-21	\$38,808	\$200,000	\$48,333	\$287,141
FY 2021-22	\$40,000	\$200,000	\$45,000	\$285,000
FY 2022-23	\$272,000	\$0	\$228,000	\$500,000
FY 2023-24	\$500,000	\$0	\$500,000	\$1,000,000
<b>Total</b>	<b>\$1,166,141</b>	<b>\$719,000</b>	<b>\$1,072,455</b>	<b>\$2,957,596</b>

\*Includes direct payments for GSA operations only. Does not include \$167,533 paid by Sonoma Water and \$6,475 paid by County departments as Groundwater user fees.

During the October 2023 update staff were instructed to return as part of the November 28, 2023 Fall Fiscal Update with additional information and an option for the Board to provide additional funding to subsidize rates in the GSAs. During that meeting, the Board directed staff to include approximately \$1 million annually for three years to hold rates for rural users in the Sonoma Valley and Petaluma Valley GSAs steady. This funding is included in the Recommended Budget in accordance with prior direction.

To date, no rate subsidies have been provided to municipal users. These users are water retailers who can pass the rates they are charged onto their users. The three municipal users utilize relatively little groundwater compared to the overall water usage, so the impact on individual ratepayers is small. Should this request be approved, an additional \$276,300 (equal to three years of funding at \$92,100 each) will be programmed and provided in annual allotments to the Sonoma Valley and Petaluma Valley GSAs in order to equalize rates for municipal and rural users across the three basins.



# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Susan Gorin

**Date:** April 2, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

**Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.

**Request Title:**

Glen Ellen Community Planning and Infrastructure

**What will the funds be used for and why it is needed?**

In anticipation of large development proposals in the Sonoma Valley at the **Sonoma Developmental Center (SDC) and the Hanna Center**, \$350,000 in funds are requested to **engage consultants, prepare renderings, and plan community engagement events on the topic** of infrastructure planning for the Glen Ellen and greater Sonoma Valley area. These topics are addressed in the SDC Specific Plan and Environmental Impact Report, but funding is requested to study broader regional community concerns of the cumulative impacts of new developments spanning the Arnold Dr corridor. Key elements of infrastructure planning could include:

- Community engagement in Glen Ellen about safe walking and bicycle paths, street lighting and traffic calming, and other infrastructure needs to the Village of Glen Ellen from the SDC and the surrounding neighborhoods
- Improvements on Arnold Dr around SDC and Hanna projects for safe multimodal transportation (sidewalks, bike lanes, etc.)
- Public transportation options, such as a circulator bus, and increased frequency of service
- Traffic calming and mitigation measures such as:
  - Roundabout at Madrone Rd and Arnold Dr
  - Roundabout at center of Glen Ellen (Arnold Dr at London Ranch Rd)
  - Traffic light at Craig Ave and Arnold Dr

**What Strategic Plan does this request directly support?**

Climate Action and Resiliency, Resilient Infrastructure

**What is the amount of the one-time funding request?**

\$350,000

**What department will be responsible for implementing this item?**

Sonoma County Public Infrastructure

**Does this funding request leverage additional funding?**

N/A

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-05**

**Description of Request:**

Supervisor Gorin is requesting SPI staff to manage the Request for Proposal/Qualifications process, administer a contract for the selected consultant, and review/present findings to the Board and public for a traffic impact study of various site redevelopment proposals associated with the Sonoma Developmental Center/Hanna Center site.

**Staff Response**

Additional research and consultation with County Counsel is required for staff to properly examine this request.

# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Susan Gorin

**Date:** March 22, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

**Request Title:**

Legal Aid of Sonoma County

**What will the funds be used for and why it is needed?**

In the aftermath of the pandemic, the Sonoma County Board of Supervisors funded a 2-year expansion of the Legal Aid housing program to ensure that all tenants at risk of losing their housing would receive full protection of the law. This project was successful and allowed Legal Aid to assist hundreds of tenants who would otherwise not have had help. This assistance allowed them to keep people housed who would otherwise have lost their housing. In particular, expanding the program allowed Legal Aid to help people of color stand up for their right to safe and habitable housing, work which the organization could not previously take on. The majority of tenants living in substandard housing are people of color. This is a matter of racial equity. Losing funding for this housing program will disproportionately affect the housing, health, and safety of those communities.

After the 2-year County funds were expended, the State, recognizing the power of legal services to prevent homelessness, invested in continuing these housing legal services for an additional 2 years. Legal Aid's housing program has now been running at the current level for 4 years. **Unfortunately, given the budget deficit, the State is now poised to cut all funding to this and other similar programs around the state.**

Legal Aid will be losing \$700,000 in state funding for their housing programs. They are working to fill the gap but need assistance. Without this assistance, over 500 tenants will not be provided services, as Legal Aid will not have capacity.

**What Strategic Plan does this request directly support?**

Healthy and Safe Communities; Racial Equity and Social Justice

**What is the amount of the one-time funding request?**

\$500,000

**What department will be responsible for implementing this item?**

n/a, community organization

**Does this funding request leverage additional funding?**

None

**Legal Aid's request to the board represents less than 1/3 of their housing/homeless prevention program budget.** Legal Aid leverages multiple other sources of funding including foundation grants, funding from private sector development projects, partnerships with healthcare institutions, and private donations. However, the organization cannot weather such a sudden and precipitous drop in state funding for this program, without support from the County.

**\*\*To Be Completed By Staff\*\***

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-06**

**Description of Request:**

This request is requesting \$500,000 be provided to Legal Aid of Sonoma County to continue an expansion of the organization's housing program that is at risk due to State budget cuts.

**Staff Response**

The County recognizes the important role that Legal Aid of Sonoma County plays in the community, and partners with them on a number of programs. Legal Aid has ongoing contracts with the Community Development Commission, the District Attorney's Office (Family Justice Center), the Department of Health Services, and the Human Services Department to provide various services.

During the Pandemic, the Community Development Commission (CDC) utilized Federal Emergency Rental Assistance Program (ERAP) funding to expand services for tenant protection. County discretionary funds of \$400,000 was provided to Legal Aid during the FY 2022-23 Budget Hearings for Year 2 of the contract with CDC. That program ended when the funding expired, but Legal Aid Received additional funding through the State.

County Financial Policies state that "Federal and state program reductions will not be backfilled with County discretionary revenues except by Board of Supervisors direction." Given the yet to be fully understood state and federal budget impacts on county programs, recommends the Board remains consistent with current financial policies. Alternatively, the Board could consider this request as additional consideration for the board to provide direction to staff on as part of the upcoming 8/20/24 Rental Protections Augmentation ordinance.



**From:** [Christine Culver](#) on behalf of [Chris Coursey](#)  
**To:** [Sean Hamlin](#)  
**Subject:** FW: FY 2024-2025 County Budget Request - Housing Funding Gap  
**Date:** Friday, March 15, 2024 9:30:48 AM  
**Attachments:** [image002.png](#)

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Warmly,



## Christine Culver

Third District Aide to Supervisor Chris Coursey  
 Sonoma County Board of Supervisors  
 575 Administration Dr., Room 100A  
 Santa Rosa CA, 95403  
 Phone: (707) 565-2241  
 Email: [christine.culver@sonoma-county.org](mailto:christine.culver@sonoma-county.org)

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**From:** Ronit Rubinoff <[rrubinoff@legalaidsc.com](mailto:rrubinoff@legalaidsc.com)>  
**Sent:** Thursday, March 14, 2024 5:27 PM  
**To:** Chris Coursey <[Chris.Coursey@sonoma-county.org](mailto:Chris.Coursey@sonoma-county.org)>  
**Cc:** Jim Leddy <[jlleddy@legalaidsc.com](mailto:jlleddy@legalaidsc.com)>  
**Subject:** FY 2024-2025 County Budget Request - Housing Funding Gap

## EXTERNAL

Dear Chris,

In the aftermath of the pandemic, your Board funded a 2-year expansion of our housing program to ensure that all tenants at risk of losing their housing would receive full protection of the law. This project was successful and allowed Legal Aid to assist hundreds of tenants who would otherwise not have had help. This assistance allowed us to keep people housed who would otherwise have lost their housing. In particular, expanding the program allowed us to help **people of color** stand up for their right to safe and habitable housing, work which we could not previously take on. The majority of tenants living in substandard housing are people of color. For us, this is a matter of racial equity. Losing funding for our housing program will **disproportionately affect the housing, health, and safety of those communities.**

After the 2-year County funds were expended, the State, recognizing the power of legal services to prevent homelessness, invested in continuing these housing legal services for an additional 2 years. The program has now been running at the current level for 4 years. Unfortunately, the State is poised to **cut our housing/homeless prevention program by 2/3** without support.

We will be **losing \$700,000** in state funding for our housing programs. We are working diligently to fill that gap but cannot do this without your help. We respectfully request the board consider a **\$500k grant for this next fiscal year**. Without support from the board the program will return to a skeletal service with **more than 500 tenants** a year **not getting help**.

We believe the state is committed to this work in the long run, if we can ride out the current budget shortfall. We are happy to meet with you at any time to discuss this request.

Thank you for your consideration.



**Ronit Rubinoff**

*Executive Director*

144 South E St. Suite 100

Santa Rosa, CA 95404

Phone: (707) 688-4034

[www.legalaidsc.org](http://www.legalaidsc.org)

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# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Susan Gorin

**Date:** March 28, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

### **Request Title:**

**ESCSC Large Conference Room AV (PEG Funds)**

### **What will the funds be used for and why it is needed?**

We are requesting the use of PEG funds for this request, as this is an allowable use under guidelines for those funds.

The East Sonoma County Services Center (ESCSC) has a large conference room which is already being used for meetings, both County meetings and meetings by community partners (with a sponsoring department). However, this room lacks any technology.

County departments have expressed interested in using this space **for community outreach meetings, trainings, and hybrid meetings**. The Springs MAC rents the Sonoma Valley School District Board Room for their monthly meetings at a cost of ~\$100/meeting just for the facility. County departments have needed to rent this space or other spaces from the SVUSD as well for community outreach meetings. Since large meeting spaces are hard to come by in the Sonoma Valley, departments working out of the ESCSC field requests from community groups also wanting to use this space, as it is centrally located for folks in the Springs as well as in Sonoma.

A minimum set up would be the ability to host a hybrid meeting, with audio and video from in person attendees captured for virtual participants via simple cameras and table or wireless mic(s), and vice versa, and the ability to display PowerPoint. A full build out would include ability to integrate broadcasting with KSVY (local media outlet) into the set up and integrate a podium with amplification for public comment, as well as formal table mics for MAC councilmembers.

During the week of March 25<sup>th</sup>, ISD, a contractor from Coda Tech, KSVY, and D1 staff met to assess the feasibility of adding these improvements to the room. An initial assessment of this proposal was based on the full build out model—mimicking the technology available at the SVUSD Board Room in the ESCSC Large Conference Room space. The e-mail from the contractor received by ISD is included as an attachment to this request.

Attempts to get a firm estimate for a minimum set up were not successful by the deadline to submit BOS Budget Requests, but some alternates are available below. However, the fact remains that some sort of technology is needed in this space. It is our hope that CAO staff can work with ISD to propose a less costly option that would meet some of the needs of the community, County departments, and the First District related to community meetings (not necessarily MAC meetings) and outreach.

### **What Strategic Plan does this request directly support?**

Organizational Excellence

### **What is the amount of the one-time funding request?**

Range of options available by Budget Request deadline—worked with Ross Walters from ISD.

- Option #1: \$15,000 Neat Board (mobile)
  - Neat Board:
    - [https://neat.no/board/?utm\\_campaign=20762487302&utm\\_adgroup=155664306939&utm\\_source=google&utm\\_medium=cpc&utm\\_content=688207425060&utm\\_term=neat%20board&gad\\_source=1&gclid=Cj0KCQjwztOwBhD7ARIsAPDKnkCwp1G23xGbC\\_tztU4VcsWcOwoimKvgdUm4b3wdcrZSHg052DN\\_B7UaAjasEALw\\_wcB](https://neat.no/board/?utm_campaign=20762487302&utm_adgroup=155664306939&utm_source=google&utm_medium=cpc&utm_content=688207425060&utm_term=neat%20board&gad_source=1&gclid=Cj0KCQjwztOwBhD7ARIsAPDKnkCwp1G23xGbC_tztU4VcsWcOwoimKvgdUm4b3wdcrZSHg052DN_B7UaAjasEALw_wcB)
  - Unit comes with portable stand on wheels that allows the unit to be moved to any location within a room where there is a power outlet.
  - Will require the installation of a Wireless Access Point (WAP) for Wi-Fi coverage.
  - Least preferred option in terms of audio and video quality and may not be suitable for large meetings. This option also limits the location where the unit can be moved to locations where there are existing power outlets.
- Option #2: \$25,000-\$50,000 Neat Bar Pro with Dual Monitors with WAP
  - Install dual 75” monitors, with Neat Bar Pro, and neat pad to control meeting
    - <https://neat.no/bar-pro/>
  - Concerned about audio and video quality due to location of mounting equipment.
  - Will also need to install a Wireless Access Point (WAP) for Wi-Fi coverage.
  - Need power and data dropped by third party contractor. These costs could vary, depending on the location that the unit is mounted, and level of effort needed to bring power to the location, which is why there is a large variance in cost for this option.
- Option #3: \$155,000+ complete set up including integrated broadcasting
  - This option would include multiple monitors, cameras, microphones, and speakers, giving the conference room similar capabilities to the Board chambers.
  - CODA tech estimate
  - best option for audio and video clarity

### **What department will be responsible for implementing this item?**

ISD/Pi

### **Does this funding request leverage additional funding?**

*Please describe any leveraged funding opportunities and / or match funding that may be triggered.*

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-07****Description of Request:**

The Budget Request is a request for Public, Educational, and Government Access (PEG) funds for improvements to the conference room at the East Sonoma County Services Center (ESCSC) in order to host hybrid meetings with modern audio and video capabilities.

**Staff Response**

ISD worked with the District Office and assisted with the budget request and cost breakout for the equipment required to modernize the conference room for the ESCSC. The options listed above contain the recommended configuration in terms of support (from both ISD staff and the supplier), quality, and integration with the Zoom platform. The product and options for configuration are comparable to technology currently in use throughout the county.

The PEG Fund is administered by Sonoma County Public Infrastructure (SPI). The projected fiscal year 24-25 year-end fund balance is \$4 million, and SPI has interpreted this request as an appropriate use of funds.

**Given the options outlined above, the Information Systems Department recommends Option 2, \$25,000-\$50,000. This option provides the best overall user experience. Dual screens will allow the ability to display content on one screen and video on the other. Option 2 allows for the room to be configured for both a public hearing and a normal Zoom. Last, the Option 2 estimate allows for the installation of an extra microphone, which ensures superior audio capture in addition to the integrated Neat Bar microphone.**

**From:** [Mark Latimer](#)  
**To:** [Ross Walters](#)  
**Cc:** [Eric Short](#); [Mira Dorrance-Bird](#)  
**Subject:** Technology for ESCSC Conference Room...  
**Date:** Thursday, March 28, 2024 10:34:47 AM

---

## EXTERNAL

Hi Ross, thanks for the opportunity to look at the technology needs for the ESCSC Conference Room with you this week. As discussed here is a quick site and needs analysis summary.

As I understand it, the Springs MAC meetings have been taking place at the SVUSD board room and run by Sonoma Valley Communications Public Access Sonoma TV.

The capabilities enjoyed in this setup include the following:

This is not a conclusive list but the broad stroke capabilities.

- Flexible, portable furniture set-up for dais, lectern, staff table, and audience seating
- Multi-Camera manually operated broadcast switching
- Local displays for both Dais and audience local viewing
- Wired gooseneck microphones for Dais, public lectern, and staff
- Audio mixing and Sound Reinforcement in the room
- Zoom conferencing
- Laptop presentation locally and through Zoom
- RTMP streaming to YouTube / Facebook and RTSP streaming to local access TV channel

We surveyed a multi-purpose room at ESCSC which it is desired to have these meetings in the future with similar capabilities.

The room is lacking the following infrastructure to design and implement such a system:

- No conduit or box locations for displays, cameras, or control desk
- No accessible ceiling or raised floor for free-wiring cable
- No electrical outlets for TVs, control desk location

To transform this room would require work from a general contractor to open up walls, an electrical contractor, and an audio-visual broadcast contractor.

In addition, if it were to be built out with permanent audio visual and broadcast capabilities it would still require a lot of setup before each meeting since the furniture is all movable and the space is desired to be available for other community setups. This includes setting up furniture, laying out microphones and

Dressing AV cabling. It is possible to set up a remote control room for an operator but all this would easily push the overall budget to well north of \$150K and could be much more with other trade work.

**Recommendation:**

This room was originally designed and built to be a technology light multi-purpose space. To try and install permanent broadcast systems would be impractical in our judgment. A more appropriate approach would be to hire/rent portable broadcast setups on a case by case basis from resource groups like Sonoma TV. In addition, you could add a basic portable conferencing cart system like the one below for more basic meeting/conferencing needs.

<https://www.dten.com/products/dten-d7/>

Thank you,

Mark Latimer CTS-D, CTS-I  
President, CEO  
Direct: (707) 664-5120  
Mobile: (707) 235-7484  
FAX (707) 795-3526  
1370 Redwood Way, Suite C  
Petaluma, CA 94954  
CA Lic #935420  
[mlatimer@coda-tech.com](mailto:mlatimer@coda-tech.com)  
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# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Supervisor David Rabbit, District 2

**Date:** April 10, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

**Request Title:**

Increase annual funding for road maintenance.

**What will the funds be used for and why it is needed?**

Increase annual escalator to match the local construction CPI for civil projects (Engineering News Report, ENR) or other reputable source as determined by Public Infrastructure staff.

**What Strategic Plan does this request directly support?**

Resilient Infrastructure and Climate Action and Resiliency.

Several of our county roads and bridges will be subject to sea level rise. The changing climate continues to increase damage to our road system during floods, storms, and fires.

**What is the amount of the one-time funding request?**

Last year the Board of Supervisors approved a 5 percent. This request is to increase that funding with local CPI or other reputable source as determined by Public Infrastructure staff.

**What department will be responsible for implementing this item?**

Public Infrastructure

**Does this funding request leverage additional funding?**

State and Federal funding match could be available.

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-08****Description of Request:**

Supervisor Rabbitt has requested an annual escalator to the General Fund contribution to Public Infrastructure Department's Road Maintenance and Pavement Preservation Program allocation equivalent to the annual Construction Cost Index (CCI).

**Staff Response**

[On June 12, 2023](#), the Board of Supervisors increased the General Fund base contribution annual adjustment factor from 2% to 5% for the Pavement Preservation Program (PPP). The Board could choose to change the adjustment factor to only be increased by the most recent annual California CCI factor, which for CY 2023 is 9.4% - see [California Department of General Services Report](#).

The Board could also choose to change the adjustment rate to 5% plus the current CCI, which would result in a 14.4% increase for FY2024-25. The current FY 2024-25 contribution with the 5% adjustment rate is \$11,397,833 for the PPP.

The Board also allocates funding specifically for Road Maintenance as a Maintenance of Effort. Road Maintenance performs a variety of tasks, including but not limited to the following:

- Road repairs and filling potholes
- Cleaning roadside ditches to facilitate stormwater flow
- Culvert maintenance and replacement
- Maintenance of roadway striping and signs
- Maintenance of bridges and guardrails
- Removal of hazardous trees and roadside vegetation for sight distance

A General Fund contribution escalation factor has not been applied to the annual Road Maintenance of Effort (MOE) allocation for about 10 years. This flat amount is consistent with the Road Repair and Accountability Act of 2017 (SB1 Beall) which provides for state funding from the Road Maintenance and Rehabilitation Account (RMRA). In order to receive RMRA funds, cities and counties must meet a "maintenance of effort" (MOE) requirement to ensure that these state funds do not supplant existing levels of general revenue spending on streets and roads. SB1 legislation set local jurisdictions' MOE to be equivalent to the average general fund expenditures for the 2009–10, 2010–11, and 2011–12 fiscal years. See [https://www.sco.ca.gov/aud\\_road\\_maintenance\\_sb1.html](https://www.sco.ca.gov/aud_road_maintenance_sb1.html)

The General Fund contribution for FY 2024-25 is \$5,436,365 for the Road Maintenance of Effort and the National Pollutant Discharge Elimination System (NPDES).

The additional funds may be used as a local match in securing future grants addressing climate change, including sea level rise.

SPI will monitor this cost escalation to assure we keep pace with the growing affects from climate change, which result in increased severity of winter storms that damage our public infrastructure and increased occurrence of damaging fires.

If the Board approves this request then clarification would be needed on the adjustment factor source for determining the CCI, which General Fund contribution (the PPP or Road Maintenance of Effort), and if the annual increase is on top of the 5% for PPP or replacing it. If approved and codified in the Board's Financial Policies, this would be an ongoing annual funding increase from the General Fund with unknown future impacts as the CCI adjusts annually. The request and projections for an annual inflator do not take into account the changes to the Project Labor Agreement that will likely increase the costs of Road Maintenance projects in the future but an estimate of how much by is unknown at this time.

### [FY 2024-25 Financial Policies](#)

#### **Long Range Planning**

In order to keep pace with County Road Network construction cost increases, the General Fund contribution to the Pavement Preservation Program shall be increased by up to 5% annually after considering economic uncertainties and based on financial factors such as the annual projected property tax growth rate and the average annual Consumer Price Index.

#### **Minimum Fund Balance Policies**

Refuse Franchise Fees - shall be accounted for in the same manner as other franchise fees in the County General Fund revenues. They shall be recorded in a separate account in order to ensure that any fund balance does not roll into County General Fund carryover balance at year-end ***so that the County can designate use of the funds for solid waste obligations, roads infrastructure preservation, and other Board of Supervisors priorities.*** If used for road infrastructure preservation, these funds are not intended to supplant on-going County General Fund contributions, nor are they intended to increase any external maintenance of effort requirements imposed by outside funding sources but may be used to satisfy previously established maintenance of effort levels.

Roads - One of the program's ***main sources of funding for maintenance services*** comes from gas tax. As a result of the frequent state formula allocation changes over the last five years, and to protect the County's General Fund resources, an operating reserve by way of year-end unrestricted fund balance equivalent to a minimum of 3 to 4 months of baseline operating expenses will be maintained within the Roads special revenue fund. The amount for FY 2014-15 was established at \$5,000,000 which will be reviewed periodically against annual baseline operating budget.



# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Supervisor David Rabbit, District 2

**Date:** April 10, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

**Request Title:**

Capital Infrastructure Fund

**What will the funds be used for and why it is needed?**

Establish a Road Capital Improvement Fund specifically to address extraordinary road maintenance projects such as Lakeville Highway subsidence, Asti Bridge, Moscow Road.

**What Strategic Plan does this request directly support?**

Resilient Infrastructure and Climate Action and Resiliency.

Several of our county roads and bridges will be subject to sea level rise. The changing climate continues to increase damage to our road system during floods, storms, and fires.

**What is the amount of the one-time funding request?**

TBD.

**What department will be responsible for implementing this item?**

Public Infrastructure

**Does this funding request leverage additional funding?**

SPI staff would prioritize leveraging using funding to secure State and Federal capital project grants.

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-09****Description of Request:**

Supervisor Rabbit is requesting establishment/funding of a Road Capital Improvement Fund to be used make capital improvements to public infrastructure on the County Road network, with an annual General Fund allocation.

**Staff Response**

The County Road Network is one of the Public Infrastructure Department's most valuable assets and remains a top priority for the Board. The cost to maintain and improve our infrastructure has greatly increased, both with the effects of climate change in addition to inflation. The Roads Capital Improvement Fund will allow SPI to keep pace with the growing effects from climate change, which result in increased damage to our public infrastructure from increased severity of winter storms and increased occurrence of damaging fires. While State and Federal disaster funds are available to support work required due to federally-declared disasters, not all damage is associated with events that rise to this level.

Many of our roads need large-scale capital improvements requiring multi-million-dollar investments to repair and improve. Examples include: subsidence repairs on Lakeville Highway require \$10,000,000 to address; a new bridge over the Russian River in Asti needs \$20,000,000 to construct; roads in the west county, including Moscow Road, need repairs from flooding and storm damage. The County's road system is aging more rapidly than traditional funding streams can address. Currently, Public Infrastructure has pieced together funding recommendations, which the Board has approved, from a variety of sources, often over many years, to address major problems or to facilitate cash flow. This also diverts roads funding from more general maintenance and repair of the system.

A Roads Capital Infrastructure Fund with regular contributions similar to what is done for General Government Capital Projects could be used to build capacity over time to address major projects, in conjunction with State and Federal grants. Alternatively, Road Infrastructure Capital Projects could request during the next 5-Year Capital Project Plan an increase of the GF annual contribution.

# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Coursey

**Date:** 4/4/2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

**Request Title:**

Program Funding Family Resource Center (Child Parent Institute)

**What will the funds be used for and why it is needed?**

See Attached Documents will program description and detailed budget information.

**What Strategic Plan does this request directly support?**

Equity



**What is the amount of the one-time funding request?**

School Based - Family Resource Center (FRC) - budget					
Personnel Costs					
	Base Salary	Fringe Benefits			Total Budget
		18%	Total	% FTE	
Program Manager	\$73,216	\$13,179	\$86,395	0.62	\$53,565
Community Health Worker 1	\$57,205	\$10,297	\$67,502	1.00	\$67,502
Community Health Worker 2	\$57,205	\$10,297	\$67,502	1.00	\$67,502
Program Data Analyst	\$77,000	\$13,860	\$90,860	0.14	\$12,720
<b>Total Cost Personnel</b>				<b>2.76</b>	<b>\$201,289</b>
Non-Personnel Costs					
	Rate	Frequency			
Insurance	\$250	per month			\$3,000
Recruitment costs	\$1,500	per year			\$1,500
Cell Phone Service (google voice)	\$20	per phone	per month		\$720
Mileage Reimbursement	400	miles/mo.	0.670	per mile	\$3,216
Basic Needs Assistance Funds	\$5,000	per year			\$5,000
Program/Office Supplies	\$2,500	per year			\$2,500
Website, Technology & IT Support	\$500	per month			\$6,000
Professional Development	\$750	per FTE per year			\$2,070
<b>Total Cost Non-Personnel</b>					<b>\$24,006</b>
<b>Indirect Costs 10%</b>					<b>\$22,530</b>
<b>TOTAL ANNUAL BUDGET</b>					<b>\$247,825</b>

<b>Average Cost per Family per Year:</b>	<b>200 families</b>	<b>\$1,239</b>
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**What department will be responsible for implementing this item?**

Human Services

**Does this funding request leverage additional funding?**

State Grants Possible

**Requestor Contact:****Robin Bowen, MHSA**

Executive Director

she/her

(707) 585-6108 x1101 | Cell: (707) 548-3746

[robinb@calparents.org](mailto:robinb@calparents.org)

## STAFF RESPONSE TO BOARD BUDGET REQUEST:

### Description of Request:

Funding for the Child Parent Institute (CPI) Family Resource Center

### Staff Response:

- The HSD Family, Youth and Children's Division (FYC) has been committed to a community driven process for child abuse prevention services since 2019. FYC formed a planning and implementation group comprised of community members including staff from CPI, representatives from other community organizations, local Tribes, NAACP, those with lived experience with child welfare, and County departments. This group collectively created a 5-year Comprehensive Prevention Plan (CPP) and they meet monthly to implement actions in that plan. The family resource center, while a good project, has not been identified as one of the group's top priorities at this time.
- One of the key components of the CPP is building equity around available child abuse prevention services to address the inequities that exist in child welfare. Fair and neutral procurements are part of supporting the concept of equitable access to funding and resources in child welfare services.
- HSD will be procuring for all child abuse prevention services for FY 25-26, and CPI could apply for funding through that procurement.

**As written this request falls outside of standard County procurement policy and does not align with contracting principles outlined by safety net departments at the request of the Board.**

The purpose of the contracting principles is to reaffirm the County's commitment to conducting fair, open, and competitive procurements for key safety net programs and services.

**An alternative, should the Board wish to provide funding for services beyond those currently offered by the County, would be to provide an allocation to the Human Services Department with which they could conduct a competitive procurement contract for provision of these services.**



## CHW/Workforce Development

Background: In January 2023, CPI launched a workforce development project that focused on families living in the high opportunity, underserved area of A & B Sections of Rohnert Park to ensure they are able to access the resources, referral linkages and supports to strengthen family financial stability, provide parenting education, resource navigation, concrete supports, parent leadership and engagement in order to reduce adverse experiences for children.

Expanding the capacity of prevention partners and family strengthening services such as Community Health Workers (CHW) to support the safety and well-being of children are urgently needed in Rohnert Park. Child abuse reports in the city are ranked the second highest in Sonoma County, according to the Sonoma County Human Services Department.

The recently released Portrait of Sonoma County reports that the Human Development Indexes of Rohnert Park's Section A and Section B, where the target school is located, are 3.75 and 3.97, respectively -- significantly below the countywide Index of 5.42. This means that, on average, residents of Sections A and B have a lower median income, lower level of education, and shorter life expectancy compared to the average Sonoma County resident. Poverty, limited education, and health challenges all contribute to the toxic stress known to foster negative behaviors and poor-quality relationships -- all feeding a cycle of abuse and neglect. Importantly, research shows conclusively that child poverty is associated with lack of readiness to succeed upon kindergarten entry, poor academic achievement, greater likelihood of high school non completion and multiple long-term adverse health outcomes. Families of color living in the A & B Section neighborhoods whose children are enrolled in the Cotati Rohnert Park Schools have a higher than average ratio of at-risk families. These families are typically facing multiple inequities in access to and provision of adequate services. We will promote outreach through the support systems within those communities to reduce stigma and normalize support.

Community Assessment: Regarding gaps and barriers, providing family strengthening services are key supports at this time, especially during this time of significant uncertainty for many families. When asked "What are the gaps and barriers for the students and families," district staff provided this list. →Medical: need for glasses, dental services, would appreciate hosting clinics → Nutrition: students come to school hungry and snack time is at 10am, low blood sugar →Financial challenges →Lack of transportation, assistance with navigating public transportation →Technology divide: virtual meetings are on phones rather than on a device



→Drug/alcohol abuse in the family: students have an awareness at very young age  
 →Language barrier: English classes for parents needed, newcomers struggling to find employment  
 →Parent Education Classes →Bilingual support →Parent Leadership Training  
 →Need for a warm welcoming setting ...like a family resource center!

With this critical feedback from CRPUSD staff and families, the full-scope of our services, grounded in Evidence-Based, Best-Practice and Evidence-Informed Models, CPI specifically applied for the Community Health Workers for COVID Response that would help address the needs of our most vulnerable families in Rohnert Park.

With strength-based services, families can successfully overcome many barriers associated with toxic stress, poverty, structural determinants of health and inequities across health, education and income. Recent research on the efficacy of the “five protective factors” included in the “Strengthening Families” model of services has provided CPI with corroboration and direction in program development and implementation. CPI's programs have reflected the commitment to these “protective factors,” as evidenced in our 40+ years of programs and services. Research demonstrates that these factors reduce the incidence of child abuse and neglect by providing parents with what they need to parent effectively, even under stress. CPI has a commitment to strength-based relationships and an adherence to the highest standards of cultural competence. We understand the impact of issues such as culture, race, class, LGBTQ status and ethnic background as they relate to individuals' experience receiving services, and the likelihood of family engagement. Our commitment is always to design culturally competent models of practice. All of the proposed components of this program build upon existing infrastructure and staff to provide the services in a seamless continuum of care.

“CPI’s Parent Education Services has been near-miraculous. After just four visits, parents have reported much improvement in their ability to understand their child, intervene effectively, and help their child learn and grow without excessive family conflict.”- A Sonoma County physician

Evidence-Based Practice: CPI uses Motivational Interviewing, an evidence-based technique in which CPI staff ignite the intrinsic motivation within parents to attain their family and parenting goals. Our client-centered approach includes reflective listening, shared or co-created goal setting and compassionate, non-judgmental and strengths-based strategies for goal attainment. Our program staff work to tailor to individual families based on assessment,



motivational interviewing, action plans and existing resources and barriers unique to each family. CPI's highly experienced staff can co-create realistic and achievable goals and timelines with families ensuring continued motivation, engagement and persistence in the face of setbacks.

We match the families' linguistic and cultural needs to provide culturally appropriate healthcare education and information. For example, we have been working with the County to provide Spanish language education and support on the effects of cannabis on youth in natural settings County-wide to improve access to information that can help parents address the effects of cannabis with their children.

**Trauma-Informed relationships:** We find that the best way to engage clients is to treat them with a RICH relationship based on Respect, Information, Connection, and Hope. We engage parents based on their needs, priorities and goals. By finding out what is most important to them, we are able to tailor our support in a way that feels collaborative rather than coercive. By showing Respect, we are able to begin offering Information and choices. The more we are able to reflect their desire to be good parents and to provide safe, loving homes for their children, we increase our Connections with parents, which is the pathway to Hope, and "Hope is the mindset that drives resilient behavior" (Dr. Chan Helman).

When we are successful at meeting immediate basic needs, we often open the door to deeper conversations that allow the work our Community Health Workers for management to take place. Care Coordination, Case Management, and System Navigation are core services we provide in addition to Coaching and Social Support. After all, disease management starts with an understanding of the personal impact of disease and the emotional responses that accompany a diagnosis. Through relationships, we are able to support families through those hard times that come with health challenges.

**Outreach and Linkages:** An important component of all of CPI programs is to ensure linkages to child and family healthcare, early intervention services, screening for mental health, and any wellness needs. The combined economic and health impacts of COVID on the Latinx population have not been fully assessed, although we know that 40% of households in the Sonoma County community have reported experienced individual and collective trauma. We also know that families of color living in the Rohnert Park geographic region have a higher than average ratio of at-risk families. These families are typically facing multiple inequities in



access to and provision of adequate services. We will promote outreach through the support systems within those communities to reduce stigma and normalize seeking help.

CPI has adopted the following principles that direct the work we do: understanding how ACEs impact lifelong health outcomes thus providing a coordinated menu of prevention/intervention services; using a two-generational, approach serving both the parents and children as the best avenue for the healthiest outcomes; embracing/ respecting all families with regards to their belief systems and values; using a strengths-based approach that helps children, educates and supports parents and enhances resilience in both children and parents; and, valuing partnerships as evidenced by the use of linkages and referrals to other organizations. We value community collaboration and systems integration. We have been at the vanguard of promoting and providing mental health services as well as parenting support and education services to ensure all children in our community are healthy and developing optimally. We value evidenced based practices and were the first agency to make a Resolution of Alignment with the Upstream Investments Initiative in Sonoma County.

Our Continuous Quality Improvement efforts mean that CPI works closely with community partners to update assessment of service needs through ongoing communication, satisfaction surveys, and routine audits of staff/client activities to identify barriers and successes.

CPI is committed to Innovation based in community responsiveness. We believe that those best informed to innovate are the people living in the communities and accessing the services. CPI therefore recruited and hired CHWs from the community to work as mentors and educators. Thus coupled with the experience CPI has at supporting parents and strengthening families, we believe this combination of experience and expertise will yield optimal outcomes for families and children by building individual and community capacity for the long haul.

CPI cannot accomplish this alone. Relationships and collaborative partnerships as part of our core values as exemplified by the following statement "Do what you do best and partner for the rest." That defines our role in the work we do at our Rohnert Park FRC. There are limits to what we do, and we need to stay true to our mission. We have brought the services needed by the families to the FRC, such as Legal Aid, Health Care, Job Training, Food from the Foodbank, Clothing and Diapers. Our relationships with county government and nonprofit agencies who all play a critical part in building the capacity of communities and delivering critical services to individuals and families.



CPI is committed to accountability and transparency. We measure and evaluate performance and outcomes on a continual basis across all programs. We keep a record of all referrals and resources provided, and keep track of the number of families that successfully accessed the referral. Most importantly, we document resources that may be currently unavailable to families with the goal of informing a community needs assessment. In terms of service linkages, CPI is familiar with all of the networks and groups of providers who must be involved to impact the target population. CPI routinely connects clients to other needed services in the community and is skilled at utilizing existing service networks to assist clients in getting what they need.

CPI has involved from the beginning all of the community stakeholders, the Rohnert Park City Council and the trusted prevention partners located or providing services in the City of Rohnert Park

# STRENGTHENING SONOMA FAMILIES

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A Prevention Plan  
For Sonoma County

JULY 21, 2023

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Prepared by Hay Consulting for the  
Prevention Planning Leadership Team





# Strengthening Sonoma’s Families - Sonoma County’s Prevention Plan

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## Executive Summary

The opportunity of the Families First Prevention Services Act (FFPSA) is an exciting new pathway to lift up prevention of child abuse and neglect as a priority. FFPSA not only offers a federally endorsed policy change that aims to help families before issues escalate to levels requiring formal system involvement, but it also promises a new funding source to support evidence-based prevention strategies at the community level. Pending the release of these resources, Sonoma County has engaged in a collective planning effort to ensure child abuse prevention does not fall upon one agency alone, but it is a community responsibility involving a coalition of residents, organizations and service providers across the County.

The cost of child maltreatment is extraordinary. In 2022, Sonoma County had 4,600 reported survivors of abuse, and 343 verified survivors of abuse. That's one child with abuse reported every 1.9 hours. The same year, there were three child fatalities due to abuse.

The estimated, cumulative financial impact on Sonoma County for the 343 verified child survivors in 2022 is \$173,000,000. Nearly half of this cost is reflected in the lifetime loss of productivity for those who experience child abuse. Survivors of abuse are 200% more likely to be unemployed than their non-abused counterparts. Close to a quarter of the cost shows up in healthcare impacts. Survivors of abuse have 21% higher health care costs and are 77% more likely to have emotional challenges. Finally, child welfare, criminal justice and education systems bear the majority of costs of child maltreatment through treatment, intervention and inter-generational patterns of abuse. Although the total cost accrues over the course of the survivors' lives, the community will continue to incur the same cost each year until we are able to reduce and ultimately end child abuse. The above analysis is derived from the Safe & Sound cost calculation tool that helps explain the economics of abuse for California counties. <https://safeandsound.org/about-abuse/the-economics-of-abuse/your-county/>

The good news is that child maltreatment is preventable. Child maltreatment is often hidden, yet emerging research has identified community factors that can increase or reduce the likelihood that abuse occurs. Knowing this, Sonoma County brought together a cross-sector coalition of equity partners, service providers, Tribes, parents, and youth to explore how maltreatment can be prevented here. Through listening closely to the voices of our community, exploring data, facilitating dialogue, questioning the current system, and thinking outside the box, we developed a

# Strengthening Sonoma's Families - Sonoma County's Prevention Plan

comprehensive Prevention Plan. The Plan includes six prevention strategies that can be put into action over the next five years:



This Strategic Framework centers around equity. The overall aim is to reduce disparity and disproportionality in child abuse and neglect across Sonoma County. This will be accomplished through creating and sustaining an equitable prevention system that promotes equitable decision-making, assessment, interventions, and opportunities for the diverse array of families across our community. It requires eliminating bias and other inequities in our existing structures, attitudes, actions and decisions. These reforms will depend on the meaningful and authentic involvement of equity partners and those with lived experience being integrally involved in these reflections, system changes, and transformations. All partners of Sonoma's coalition agree with this continuous focus on equity and are committed to continually improving the culture and climate of families' service experiences at the internalized, interpersonal, institutional, and structural levels to ensure this fundamental value takes hold.

A governance structure will oversee the further design, implementation, and monitoring of the strategies over the next five years. Funding plans for each of the strategies will be developed as resources become available. Likewise, training and evaluation components will be built out as the details of the strategic direction unfold. Some of the strategies involve capacity building activities that are needed before direct service prevention activities can begin. The strategies represent a balance of offering prevention resources to families at the primary, secondary and

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tertiary levels. Other strategies involve application of Evidence Based Practices, such as Motivational Interviewing, Functional Family Therapy, In Home Visiting and others which strengthen family resilience, build parenting capacity and address basic needs. Throughout the process, principles, behaviors, and practices of the Integrated Core Practice Model will manifest in the activation of each strategy.

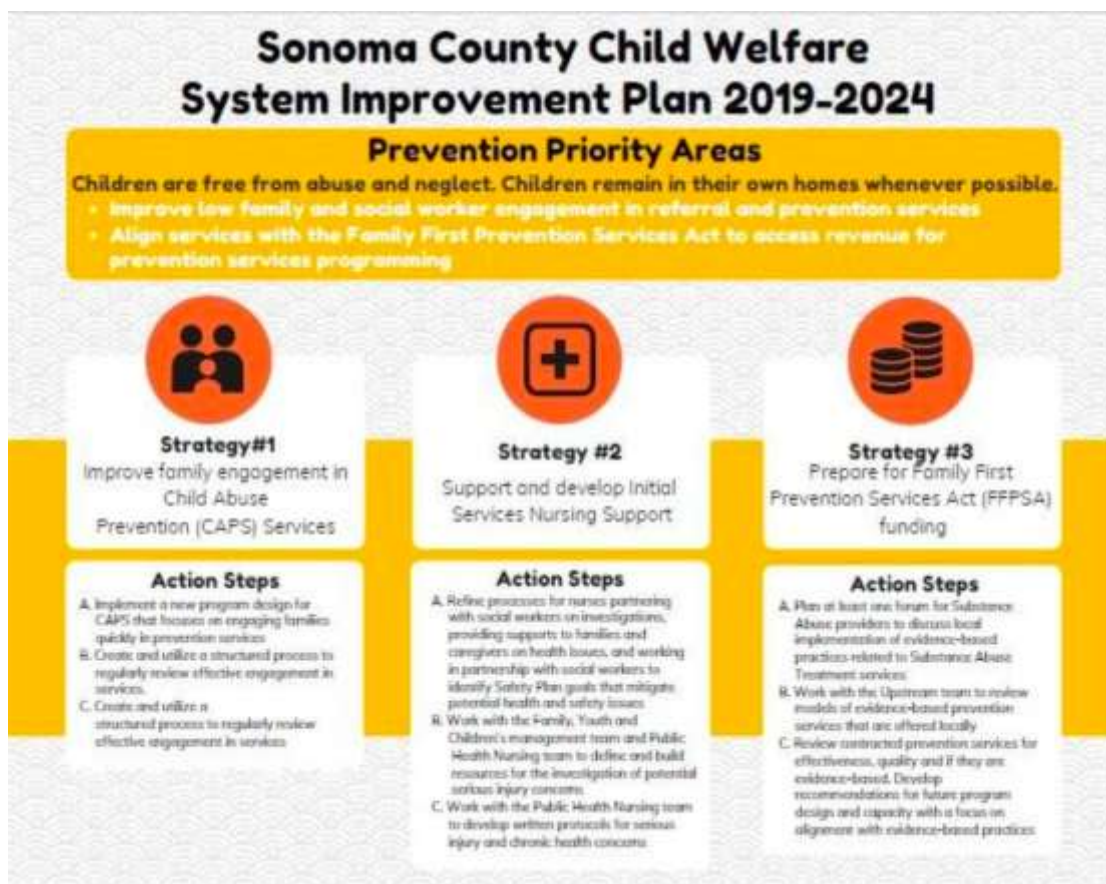
Sonoma County is enthusiastically up to the challenge of this monumental change in human services that puts families first to reduce child maltreatment.

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## Prevention Planning: Why, Who & How

### Why Prevention: Aiming Our Focus on Reducing Child Abuse & Neglect through an Equity Lens

Prevention has been a significant focus of Sonoma's program improvement efforts since 2018. A key priority in Sonoma's 2018 – 2024 System Improvement Plan has been focused on reducing child abuse and neglect using three strategies shown below to advance this goal.



As exploration of the opportunities available through FFPSA funding continue to evolve, Sonoma has integrated the following ongoing prevention efforts:

- Restructure prevention services to enhance family engagement in emergency response service referrals. Structures and supports have been prioritized for family engagement in the referral and start of services process.
- Partnerships between FY&C and Public Health have been established to support social workers and public health nurses to collaborate on investigations and provide support to families and caregivers on health and safety issues.

# Strengthening Sonoma's Families - Sonoma County's Prevention Plan

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Nurses and social workers work in partnership to identify Safety Plan goals that mitigate these issues and help stabilize families.

Prevention has also been a priority for serving families involved in the juvenile justice system in Sonoma County. The Probation Department has consistently utilized Intensive Case Management (ICM) to prevent out-of-home placement and to serve youth who are not at imminent risk of home removal but whose behavior and family structures indicate a risk of future home removal. The department has seen cost savings by preventing subsequent offenses and out-of-home placement. In addition, federal waiver funding was extended to cover the time gap between the sunset of the California Wellbeing Project and the start of the Families First Prevention Services Act. Sonoma County Probation continues to collaborate with its service partners including the local Human Services Department to ensure this additional funding continues to support our efforts to provide family centered preventive services such as ICM and Wraparound. Sonoma County is eager to participate in the statewide transformation of the current child protection system into a child well-being system. The Title IV-E Prevention Program lays out a philosophical and operational shift from a reactive institution to a system that focuses on prevention and early intervention. Sonoma shares FFPSA's goals of reducing incidences of child abuse and neglect, decreasing entries into foster care, reducing disproportionality, addressing systemic and historical traumas, promoting the social determinants of health, and improving the lives of the County's children, youth, and families.

Sonoma County's Child Abuse Prevention Plan is the result of a comprehensive community collaboration that includes a client needs assessment, preventive services asset mapping, equity considerations, and gap analysis. The plan reflects input from an extensive array of community stakeholders, as well as analysis of data relevant to Sonoma families and their needs. Ultimately, the plan is designed to:

- Coalesce around a unified vision, mission, and theory of change for prevention efforts in Sonoma County
- Ensure equity and disproportionality issues are addressed in prevention services, interventions, and outcomes, and in the child welfare system itself
- Commit to specific prevention strategies linked to objectives aimed at reducing child abuse and neglect across Sonoma County
- Incorporate prevention strategies that help strengthen families at various levels of safety/risk (e.g., primary/universal, secondary, tertiary)
- Define effective ways to collaboratively access resources, blend funding, and build capacity to support the Plan

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- Establish a five-year planning horizon for implementing strategies, evaluating results, and ensuring sustainability

## Why Equity: The Foundation of Prevention Planning

From the outset, Sonoma used an equity-focused lens to identify a clear and impactful path forward. This involved a thorough examination not only of service delivery changes, but also of how to dismantle the structural and systemic inequities embedded in how we respond to families. The entire enterprise of developing our Prevention Plan was significantly influenced by our commitment to reduce persistent disproportionality and disparity within the child welfare system, and make the system itself more equitable.

We worked from the premise that the fundamentals of child well-being hinge on several critical elements for families, including:

- That families' basic needs are met – at a minimum
- That families have people and resources to lean on during challenging times
- That support reflects the long-held strengths of their community, heritage, and cultural norms
- That 'safety' for each family is understood as a complex, multi-dimensional framework interpreted through the lens of each family's identity and experience

From data, anecdotes, staff observations, and community input, we also knew that Sonoma County's response to families in need have not adequately achieved these fundamental elements:

- Not all voices are heard and attended to equally
- Not all cultural backgrounds, unique needs and specific challenges are honored
- There are structural patterns within our systems that keep these inequities in place

In addition, there are well-documented persistent patterns of disparity and disproportionality across the county:

- There is significant overrepresentation of Black, Indigenous and Families of Color (BIPOC) families involved in Child Welfare and Juvenile Probation
- There is a disparity in safety & well-being outcomes for BIPOC families compared to their white-identified counterparts

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- These patterns show up across the family-serving systems, structures, and organizations across the county
- Existing services tend to focus on supporting the individual family, without also addressing the overarching systemic inequities that create the conditions where families are surviving, rather than thriving
- Many foundational institutions meant to support families—public agencies, private organizations, community programs, etc.—are full of (often unexamined) systems that perpetuate disparity rather than ensure equity
- Families frequently experience supports as having been designed for others, not for their cultural norms, implicit strengths, and core values, thus complicating what “safety” really is
- Sonoma County has an abundance of family-supporting resources, yet how they collaborate (or don't) replicates conditions that lead to inequitable outcomes

Our conclusion is that it's essential to place equity at the center of Sonoma's prevention efforts. We include more specifics (data, stakeholder input, etc.) to substantiate this position in the sections that follow.

## Who Came Together to Guide the Process

A multi-agency, collaborative and countywide leadership team called the **Prevention Planning Leadership Team** (PPLT) guided the design, strategic direction, and development of the Prevention Plan. In monthly planning meetings and task-oriented workgroups, PPLT members contributed to prevention planning decisions on behalf of the systems and perspectives they represent. Included in the PPLT membership were representatives from:

Prevention Planning Leadership Team representation			
Family Youth & Children's Services	Tribes	NAACP	Juvenile Probation
Family Resource Centers	First 5 Sonoma County	Parent Mentor	Behavioral Health
Child Abuse Prevention Council	Sonoma County Office of Education	Legal Counsel	Public Health
Community Based Organizations	Youth Ambassador	Foster Parent Community	Head Start



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Regina de Melo (FY&C), Robin Bowen (CAPC) and Sabrina Johnson (FY&C) co-chaired the PPLT. Leslie Ann Hay of Hay Consulting provided meeting facilitation, documentation, and project accountability.

The PPLT's diverse membership, deliberately thorough process, and dedication to including unheard voices reflects the collaborative approach and equity-driven nature of the Plan itself. Special attention was paid to building off Sonoma's collaborative relationship with local Tribes. A full PPLT Roster can be found in the Appendix.

## Consistent Partnership with Local Tribes

Sonoma County Human Services Department has a history of building, maintaining, and improving relationships with local Tribal governments. Approximately 20 years ago the Sonoma County ICWA Roundtable was formed. The Sonoma County ICWA Roundtable is a collaborative meeting that meets bi-monthly and includes participants from Tribes, Tribal Representatives, Tribal service providers, community-based organizations, the courts, and Family, Youth & Children's Services (FY&C) staff. The Sonoma County ICWA Roundtable meeting recognizes and honors Tribal Sovereignty and the importance of government-to-government relationships that work together purposefully to promote best practices to serve shared citizens.

Sonoma County is home to six Tribes, five of which are federally recognized:

- Kashia Band of Pomo Indians of Stewart Point Rancheria
- Lytton Rancheria
- Dry Creek Rancheria Band of Pomo Indians
- Federated Indians of Graton Rancheria
- Mishewal Wappo Tribe of Alexander Valley
- Cloverdale Rancheria of Pomo Indians

Our ICWA Roundtable allowed the structure for collaboration with local Tribes in the creation of the Prevention Plan and a discussion of what it means for and in relation to Native American families. To initiate this conversation, in February of 2022, the FY&C Director sent letters to each local Tribe's Chairperson requesting a formal government-to-government consultation to discuss FFPSA and inviting them to join the PPLT. Representatives of four local Tribes joined the PPLT. They took surveys back to their community to elicit feedback regarding foundational elements of the Prevention Plan and express the unique prevention needs of each Tribal community.

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In an effort to collaborate and increase communication efforts, a periodic Prevention Plan status email is sent to the ICWA Roundtable participants with an update on the planning efforts and status. In late 2022, FY&C created a new staff position, whose primary function is community engagement with BIPOC communities. This new Program Development Manager started in early 2023, and requested a government-to-government meeting with each of the six local Tribes, both for introductions and further collaboration. As a part of FY&C's commitment to address racial disparity, one time funds were set aside to provide support in program development to the Tribes.

## How We Engaged the Community: Our Methodology

Beginning in December 2021, the PPLT launched a sequence of efforts designed to collect the data, information, experiences, and expertise needed to craft a strategic approach to reducing child abuse and neglect. Our goal from the start was to include as many voices, perspectives and varieties of lived experience as possible to draw a reasonably clear picture of prevention needs and opportunities across Sonoma County. Specifically, we wanted to understand the needs families experience and the services available to meet those needs.

Toward this end, the PPLT conducted a wide array of exploratory activities:

Activity	Description	Who Was Involved
Community Data Review	An exploration of existing data sources about demographics and statistics relevant to family life in Sonoma County.	Census, KidsData, Sonoma County Dept. of Public Health, Prosperity Now Scorecard, etc.
Hosted Conversations	8 Focus groups held in-person or virtually to gather information about family needs, available resources & existing barriers	Combined: 33 Youth
Online Surveys	Widely distributed online survey featuring parallel questions as were asked in the Hosted Conversations	116 Parents/Caregivers 140 Service Providers 2 Tribal Representatives
Needs Assessment	The research firm Indigo performed a comprehensive review of existing reports, data, and evaluations to highlight key needs of Sonoma families.	73 in focus groups 8 interviews 16 reports & data sources

# Strengthening Sonoma's Families - Sonoma County's Prevention Plan

Activity	Description	Who Was Involved
Asset Map	A qualitative examination of the resources available in Sonoma County that serve and support child, youth & family well-being.	30 county-supported programs 38 CBOs 4 partnerships
Strengthening Families Summit	A 3-hour virtual convening of people from all over Sonoma County. Attendees learned about current community needs, heard from a panel featuring a foster youth & a parent with lived experience, and generated strategy ideas. The emphasis was providing prevention services prior to child welfare involvement.	175 attendees 35% were parents Also included providers, Tribes, parent partners, educators, and others
Tribal Updates	Periodic communications to 5 federally and 1 non-federally recognized Tribes with progress about prevention planning efforts	6 local Tribes
Meetings with Community Based Organizations	Three meetings were held with prevention-focused CBOs. Information was shared around prevention planning, funding, implementation considerations, addressing disparities & supporting EBPs.	30 CBOs represented

*Findings from these efforts are detailed in subsequent sections as well as in the Appendix.*

Results from each of these efforts were presented to the PPLT for discussion and analysis. Frequently, we identified opportunities to gather additional information to ensure inclusion or fill gaps in our understanding. We responded on several occasions with additional inquiries or outreach. For example, an initial needs assessment lacked broad input from parents, youth, and caregivers, so the PPLT orchestrated subsequent focus groups specifically to address this gap. Another remedy was the creation of a targeted PPLT subcommittee to engage Sonoma's Latinx community. Finally, on several occasions we invited experts from the community to join the PPLT to fill in knowledge gaps in specific areas of expertise or experience.

As the PPLT deepened its understanding of the experiences of families in Sonoma County, and as its efforts reached even farther into the communities and conversations, the PPLT experienced a solidifying of its own vision and membership. A truly multi-disciplinary, multi-cultural, and cross-sector body, the PPLT demonstrates

# Strengthening Sonoma's Families - Sonoma County's Prevention Plan

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the power and possibility of county-wide collaboration in Sonoma County. This experience carried through into the development of strategies and will be evident in the implementation of the Plan itself.

Information about the development of strategies stemming from the information we gathered is included in a subsequent section.

## Scope of the Prevention Plan

Our efforts and the contents of this plan represent just the beginning of a long-term effort. While this plan focuses on an initial five-year outlook, prevention planning remains an integral and ongoing focus of Sonoma's family-serving community. We have aimed to set a foundation for multiple years of work. This includes a preliminary framework for implementation and the expectation that this launch effort will be followed by subsequent phases that further develop details, monitor performance, evaluate results, and adjust course along the way.

# Understanding the Landscape

## Current Realities Facing Sonoma's Families

What is life in Sonoma County like for children, youth and families? This was a critical question for the planning team to ask in order to ultimately create a set of strategies that would specifically address the current needs of the families. To paint the picture of such a large and diverse county, it was critical to explore these realities through a multiplicity of voices—providers, community organizations and of course families—as well as review a broad array of data. The picture that emerged helps define the needs Sonoma families face, the resources available to meet those needs, the barriers to accessing those resources, and importantly, the implications for prevention planning.

## Community Context for Families Living in Sonoma County

Sonoma County is composed of nine cities and a large unincorporated area with a total population of approximately 488,000 according to 2020 United States census data. Sonoma hosts a combination of both urban and rural communities with Santa Rosa home to the largest population in the county at roughly 170,000 residents. All three major hospitals and the majority of social services are located in Santa Rosa. As mentioned earlier, Sonoma County is also home to five federally recognized Native American Tribes and one non-federally recognized Tribe.

While many of the resources and social service supports for families in Sonoma County are located in Santa Rosa, the unincorporated areas of the county are home to over 30% of the population, many of whom reside in geographically remote areas, making access to services and support more challenging. Residents of these areas may experience social isolation and significant barriers in accessing basic services and support such as transportation, health care, and nutritious food.

The demographic makeup of Sonoma has changed over the last few years, with an increase in those of Hispanic descent. While the county's median age (39.5) is slightly higher than the State (34.9), there is a disparity in age when race and ethnicity are taken into consideration. White, Non-Hispanics currently represent approximately 62.9% of the county's overall population while those that identify as Hispanic account for 27.3%. Other ethnic groups include Asian/Pacific Islander (5.0%), Black or African American (2.1%), American Indian and Alaska Native (2.2%), and persons reporting two or more races (4.0%). Sonoma's Hispanic population is more youthful with over 30% age 12 and under compared to just 12% of white individuals. The reverse is true

of Sonoma County's older adult population; 26.6% of individuals age 60 or more identifying as White, non-Hispanic, compared to 7.1% of seniors identifying as Hispanic. Many Sonoma households are English-proficient, however 11.9% of children ages 0 to 17 living in Sonoma reside in homes with limited English-speaking family members compared to just 8.7% statewide.

In Sonoma County, educational attainment rates exceed national averages. Levels of attainment, a key determinant of both income and health, vary modestly by gender but significantly by ethnicity, with Hispanics currently behind their White counterparts in attainment at all levels. Just over 6% of Whites do not have a high school diploma as compared with 45.9% of the Hispanic population.

The county as a whole has slightly higher median earnings (\$40,531) than the state (\$39,528), however Latino and Black residents are more likely to struggle financially than their white and Asian counterparts. The devastating impact of natural disasters coupled with the impact of closures due to COVID-19 has disproportionately fallen on already vulnerable communities. See *Appendix for full report with footnotes.*

### **Needs Assessment: What Life is Like for Sonoma Families:**

Our efforts to understand the current needs of Sonoma families was multi-faceted and aimed at including significant representation of the variety of voices, perspectives, and experiences of Sonoma families, as well as the groups and agencies that serve them. Needs Assessment efforts included:

<b>Activity &amp; Description</b>
<p><b>Mixed Method Data Review</b></p> <p>The research firm <b>The Indigo Project</b> performed a comprehensive review of existing reports, data, and evaluations to highlight key needs of Sonoma families.</p> <p><b>Interviews</b> conducted by the Indigo Team contained questions assessing the needs of children and families in Sonoma County as related to child abuse prevention including priority needs, barriers to care, and existing partnerships. In addition, notes and key themes from interviews and focus groups conducted by Human Services Division staff were provided to The Indigo Project team to be analyzed alongside findings from the mixed methods assessment.</p> <p>73 in focus groups - 8 interviewed - 16 analyzed reports &amp; data sources</p>

Activity & Description
<p><b>Hosted Conversations</b></p> <p>PPLT members conducted several conversations with key Sonoma constituents whose perspectives were not sufficiently represented in other needs assessment efforts. In particular, youth, parents, and caregivers were included in several targeted conversations conducted by members of the PPLT.</p> <p>Themes emerging from these hosted conversations were integrated into findings from other Needs Assessment efforts.</p> <p style="text-align: center;">8 conversations – 46 parents – 33 youth</p>
<p><b>Online Surveys</b></p> <p>The PPLT designed a comprehensive online survey distributed extensively throughout the county. Separate question sets were developed for the four main stakeholder groups: youth, parents/caregivers, educators, and service providers. All surveys were also provided in Spanish. Outreach efforts were considerable, leaning on the PPLT's wide reach throughout the county.</p> <p>Surveys provided a significant source of data, reflection, anecdotes, lived experiences, and quotes. The PPLT collated emerging themes and substantive findings with data coming out of other Needs Assessment efforts.</p> <p>64 service providers – 46 parents/caregivers – 2 Tribal Representatives – 1 educator</p>

Taken together, these efforts presented a set of consistent themes painting a comprehensive picture of the experiences of Sonoma families, their needs, and how well these needs are met by local supports. These themes were presented to a widespread group of Sonoma stakeholders at the Strengthening Families Summit in a 6-page accessible Infographic (included in the Appendix). Highlights include:

**Families not only face difficult challenges, but they experience many at the same time.**

Parents, providers, youth & Tribes mentioned the following challenges most frequently:

Family Stability

- Dealing with trauma, grief & loss
- Managing mental health needs
- Substance abuse, addiction & recovery
- Domestic violence & family conflict

Social Support

- Social isolation
- Lack of support network for parenting guidance, especially for special needs children

Economic Stressors

- Housing instability & homelessness
- Job insecurity, low wages, lack of training Inability to meet basic needs

Parenting Skill Development

- Lack of accessible, affordable childcare
- Need for child development knowledge
- Help keeping kids in school
- Parenting a child with complex or special needs

**Sonoma offers a robust array of services that families find helpful.**

Services that parents and youth found most effective in addressing the challenges they face focused on three areas:

Basic Needs

- Health Care Benefits/ Services
- Housing Assistance
- Food/Nutritional Support
- Childcare
- Cash Assistance
- Employment Support

Support & Stabilize

- Mental Health Services
- Caseworker/Parent Mentor
- Substance Abuse Treatment
- Building Networks of Support

Parenting Capacity

- Parenting Classes
- Child Enrichment Activities

**Many factors interfere with a family's ability to get the right services at the right time. Some relate to barriers families face in accessing services. Other factors involve gaps in the service system itself.**

The #1 barrier to service access is long wait times.

- 62% of surveyed parents
- 75% of parents in focus groups
- 92% of surveyed providers



## The most frequently mentioned obstacles to families getting the help they need were:

- Insufficient services or providers to meet demand
- Families asking for help is not a community-wide norm
- Economic stressors block access to services
- Navigating the service system is hard
- Lack of family-friendly service availability
- Shortage of accessible, affordable childcare
- Limited transportation to services
- Lack of service system responsiveness to cultural differences

## Asset Map: Sonoma's Resources to Address Prevention Needs

Sonoma County enjoys a robust network of non-profit providers, including providers of primary, secondary, and tertiary child abuse prevention services. Approximately 70 programs administered by either community-based organizations (CBOs), four county departments and First 5 Sonoma have been identified as part of the array of child abuse prevention services. Agencies are primarily located in the county center (and most populous area) of Santa Rosa, with a few specific agencies located in the four corners of the county. CBOs are, by far, the primary provider of direct services. Only one county department provides most of their services directly with County employed staff.

### Methodology

In order to complete the Asset Map Child Welfare Services, the Child Abuse Prevention Council and Sonoma County Upstream led the effort to connect with community-based organizations and the various County Departments that fund Child Abuse Prevention services. Two surveys were administered – one for agencies and the other for families. 33 agency and 115 parent responses were received. Additionally, in depth interviews were conducted with the following public entities and multi-faceted non-profit providers:

- Department of Health, Public Health
- Department of Health, Substance Use Disorder Services
- Department of Health, Behavioral Health
- Human Services Department, Family, Youth and Children's Services
- Human Services Department, Employment and Training

- Sonoma County Office of Education
- Sonoma County Probation
- First 5 Sonoma
- YWCA
- Child Parent Institute
- Petaluma People's Service Center

Interviews were conducted to gather data about programming, including funding, numbers served, equity considerations and utilization of Evidence Based Practices. The Appendix includes detailed information about available agencies and utilization, organized by Protective Factor and Social Determinants of Health. A separate program inventory of more than 70 publicly funded child abuse prevention programs is available upon request.

Finally, generalized, already available data from First 5 Sonoma County, Sonoma County 2-1-1, Sonoma County Upstream Portfolio, Casey Family Programs and other services were used to provide additional reference information to identify available services.

General findings based the asset map inquiry are as follows:

- 52% of the programs who responded are provided through CBOs; 41% are provided as in-house programs, and the remainder are partnerships between the two.
- The Health Department has a greater tendency to provide evidence-based programming—more than double the programming funded by the Human Services Department and First 5 Sonoma County. Primarily, the evidence-based programming the Health Department utilizes is focused on mental health services, including EMDR and TF-CBT. Substance Use Disorder Services utilizes Seeking Safety as well as Motivational Interviewing, while in Human Services the focus is on High Fidelity Wraparound and Triple P. First 5 Sonoma County funds Nurse Family Partnership and funds programming focused on Home Visiting and services to underrepresented populations.
- FY&C spends approximately \$1.3 million dollars annually on child abuse prevention services, while First 5 Sonoma County spends approximately \$2.4 million dollars annually in a prevention capacity. Specific funding amounts were not available from Health Services nor Employment and Training. Funds were primarily traditional State and Federal sources (Child Welfare Realignment, First 5 Sonoma County, Mental Health Services Act, Medi-Cal,

Welfare to Work) with some special state grants accounting for approximately 10 to 20% of total revenue as well as some private foundation contributions accounting for less than 5 percent. County general fund was used for three smaller projects, primarily administered through Health Services.

- One important component of FY&C funding are the child abuse prevention specific funding sources, administered through the Office of Child Abuse Prevention. Ongoing funding included the Community Based Child Abuse Prevention (CBCAP), Promoting Safe and Stable Families (PSSF), Child Abuse Prevention, Intervention and Treatment (CAPIT) and Children's Trust Fund (CTF). These four ongoing allocations represent approximately \$600,000 in annual funding. These funds are utilized to provide direct prevention services for families that engage in a child welfare investigation, have concerns related to risk of future abuse or neglect, yet based on assessment, it is not necessary to open a child welfare case. Services are provided in parent education, resource assistance, mental health support and supports for victims of domestic violence. These direct services are procured through a regular RFP process and described in detail as part of the System Improvement Plan for the Division.
- Additionally, FY&C has received one-time allocations for prevention planning and services through ARPA-CBCAP and Family First Transition Act allocations.
- Of the 70 programs described, 24 provided primary prevention services, 28 provided secondary services and 13 provided tertiary services. Six programs provided a mix of primary and secondary and/or tertiary. Not surprisingly, Substance Use Disorder Services, Mental Health and Family, Youth and Children's services were the primary providers of tertiary services, while primary and secondary services were more widely provided by most departments and programs.
- All programs in the asset map inquiry made an impact in at least one area of the Protective Factors. Of the 70 programs described, 31 focused on Parental Resilience and 25 focused on boosting concrete supports.
- 43% of programs had a waitlist; this percentage was higher for programs that served Spanish speaking families. Also, the length of time spent on waitlist were generally higher for services for Spanish speaking families than for others.
- Of the programs reviewed, staffing is generally not reflective of the populations served. Some agencies had adequate staffing of Latinx bilingual/bicultural staff, but smaller CBOs and County administered programs in general did not. Black, AAPI and Native American staffing was minimally available. Staffing

representative of LGBTQ+ populations was more present, especially in programs that served transition aged youth. It has been reported that there are several small BIPOC-led organizations in Sonoma County, however, they were not included in the Asset Map inquiry. Cultivation of a formal relationships with these organizations is needed going forward.

- Currently, most providers implementing evidence-based practices cite less than 50% fidelity to the model. Achieving full fidelity is difficult for most CBOs due to extensive training, staffing and evaluation requirements for the models. Fidelity can be even more challenging for agencies serving BIPOC communities because doing the programs to fidelity is not always culturally appropriate. Nonetheless, the following programs provided their designated EBP with 75-100% fidelity:

<b>Program Type</b>	<b>Housing Support Program</b>	<b>Therapeutic DV Services</b>	<b>In Home Nursing Support</b>	<b>Parent Education</b>
<b>Provider</b>	Employment & Training	YWCA	Public Health	Child Parent Institute
<b>Funding Source(s)</b>	CDSS—Housing Branch	FY&C via various funding sources: CalOES, OCAP allocations, Child Welfare Realignment funds	Targeted Case Management and First 5 Sonoma County	Child Welfare Realignment, OCAP allocations, MHSA, JPD, Sheriff's Dept (jail services), Kaiser Foundation, private donors
<b># Annual Clients Served</b>	100	200	100 -125	3,000 – 3,500
<b>EBPs Utilized</b>	Housing First	EMDR, TF-CBT	Nurse Family Partnership	Triple P
<b>% Fidelity to EBPs</b>	100%	100%	90-100%	More than 75%
<b>Positive Outcomes</b>	Concrete supports; Housing stability	Parental resilience	Parental resilience	Social connections; Parental resilience; Child development; Concrete supports

## **Tribes Provide an Array of Culturally Specific Services**

Culturally specific services for tribal communities have generally been provided by Sonoma County Indian Health Project and by Native staff affiliated with each respective Tribe. The Sonoma County Indian Health Project provides mental health, substance abuse treatment and physical health supports. Another local provider offers culturally specific batterer intervention services. Tribes provide concrete supports, opportunities for connection among families, and parent education using Triple P as well as curriculum that are reflective of cultural values. The Federated Indians of Graton Rancheria offer a Tribal TANF program available to members of any Sonoma County Tribe. This program offers cash assistance and other related supports. In addition, the Lytton Rancheria administers two Head Start programs.

Tribes residing in Sonoma County participate in collaborative discussions, like the ICWA Roundtable, and community-wide trainings, like available Triple P training. One third of surveyed agencies collaborate regularly with Tribes. However, equity issues in the provision of child welfare services persist, and it is of utmost importance that the six Tribes residing in Sonoma County continue to be consulted and engaged in the development of child abuse prevention services. It would be ideal for County Department's to be able to contract with Tribes to provide services in their communities; however, no local Tribe holds a 501(c)3 status, which then prohibits the County's ability to contract. Both SCIHP and the provider of batterer intervention services are the only two entities in the County that hold 501(c)3 designation and serve native families funded through public funding. More native children and families could be served if this administrative barrier were addressed. For example, creation of a Memorandum of Understanding between Sonoma County and various Tribes could establish agreements that allow for funding support while recognizing Tribal sovereignty.

## **Opportunities for FFPSA funding:**

Of the above listed programs, TF-CBT and Nurse Family Partnership (NFP) are currently well supported on the federal IV-E Prevention Services Clearinghouse and NFP is included in the California State Plan. Both programs are currently partially funded through state and other funding sources that could be used as a match for federal FFPSA funding for appropriately identified candidate populations. In addition, Triple P is an integral part of therapeutic intervention and parenting education offered across the Sonoma community. In fact, this model has established a common language across systems including law enforcement, clinicians, health care providers and parent educators. With FFPSA funding for Triple P, Sonoma could expand this

cornerstone of building family stability beyond the significant contribution they have made in this approach over the last 15 years. In the broader inventory, other programs and providers utilize Motivational Interviewing (MI), an evidence-based practice that is currently part of California's State Plan for FFPSA implementation. Seventeen of the 70 programs interviewed utilize MI as part of their prevention services program; however, none are using this model to fidelity. Opportunities are available to boost fidelity and access FFPSA funds for these programs.

### **Planning efforts:**

Discussions are underway with Health Services to gather more information on the use of TF-CBT and Nurse Family Partnership, outcomes data, funding and ability to collaborate using FFPSA to expand services for NFP.

## **Aligning Candidate Groups with Sonoma's Needs**

The FFPSA defines a candidate for foster care as a child who is at imminent risk of entering foster care, but who can remain safely in the child's home or in a kinship placement if eligible prevention services are provided. An FFPSA focused subgroup of Sonoma County's PPLT reviewed internal data from 2018-2021 and the comprehensive Needs Assessment. In addition to collecting community input, the Needs Assessment reviewed data from FY&C, Juvenile Probation, Behavioral Health and many contracted agencies. The Needs Assessment included an in-depth look at each candidate group and the potential number of clients over a three-year period eligible for FFPSA funded services of each specific group. As a result, the FFPSA subgroup identified four candidacy groups that our prevention plan will initially prioritize. However, the Department will potentially oversee approval of and ensure service provisions for up to all 12 candidacy groups outlined in the State's plan.

California has approved ten well-supported Evidence Based Practices. The PPLT is already piloting services with one of the EBPs with three different candidate groups. Because of the diverse array of EBPs, and the unique and multi-faceted needs of each potential candidate group, Sonoma County may opt to use all ten EBPs over the course of the implementation of the prevention plan. In addition, again due to a wide range of family needs, all five protective factors could potentially be met through prevention services with each candidacy group.

The four prioritized candidate groups emerged from the 12 possible groups based on several factors. Of the 12 groups, the four selected:

- Were the most prevalent in the Sonoma County data over the last three years.
- Represented more intensive levels of risk for the children & youth involved, including some of the hardest to address.
- Showed over-representation of BIPOC children & youth including disparity of outcomes.

The following table provides an overview of the prioritized candidate groups selected as the focus for Sonoma’s Prevention Plan.

<b>Four Prioritized Candidate Groups</b>	
<p><b>Children with substantiated or inconclusive disposition, but no case opened</b></p> <p>These include families that have been called into the hotline, and through the Structured Decision Making (SDM) hotline assessment have been found to meet criteria for an in-person response. Upon completion of the child abuse and neglect investigation the social worker determined that the allegations were either substantiated or inconclusive, per California penal codes. However, based on case specific factors the social worker concluded that a child welfare case did not need to be opened.</p> <p>Estimated number of these clients eligible for FFPSA funded services: approximately <b>1,525</b>.</p>	<p><b>Children &amp; youth who are victims or at risk of being trafficked— Commercial Sexual Exploitation of Children (CSEC).</b></p> <p>These are children who have been trafficked or are at high risk of being trafficked. The criteria that have been used in Sonoma County to determine if a youth is at risk of exploitation came from state guidance and includes the following:</p> <p>A child/youth shall be considered “at risk” of CSEC if he/she/they has a minimum of one of the following indicators:</p> <ol style="list-style-type: none"> <li>1. Child/youth exhibits behaviors or otherwise indicates that she/he is being controlled or groomed by another person</li> </ol>

<p><b>Children or youth whose caretakers experience a substance abuse disorder</b></p> <p>This include caretakers who have been identified as having a substance abuse disorder. When assessing the number of clients this would impact, data was reviewed about the number of children with parents receiving substance use disorder services over a three year period.</p> <p>Estimated number of these clients eligible for FFPSA funded services: approximately <b>510</b>.</p>	<ol style="list-style-type: none"> <li>2. Child/youth spends time with people known to be involved in commercial sex</li> <li>3. Child/youth's use of internet, cell phone, or social media involves social or sexual behavior that is atypical or his/her age</li> </ol> <p>OR has a minimum of two of the following indicators:</p> <ol style="list-style-type: none"> <li>1. Child/youth has a history of running away, unstable housing, including multiple foster care placements, or periods of homelessness, including couch surfing</li> <li>2. Child/youth has had prior involvement with law enforcement or the juvenile justice system</li> <li>3. Child/youth is frequently truant</li> <li>4. Child/youth's relationships are concerning, placing him/her at risk or in danger of exploitation</li> <li>5. Child/youth has a history of substance abuse, specifically narcotics, opiates, crack/cocaine &amp; amphetamines</li> </ol> <p>Estimated number of these clients eligible for FFPSA funded services: approximately <b>68</b>.*</p>
<p><b>Families with family maintenance cases (voluntary)</b></p> <p>These include families who have undergone a child abuse and neglect investigation, and due to risk level identified in the SDM Risk Assessment, were found to be in need of services and oversight through the Family Preservation Unit. The Family Preservation Unit holds voluntary family maintenance cases.</p> <p>Estimated number of these clients eligible for FFPSA funded services: approximately <b>128</b>.</p>	

*\*This number is based on the population who have encountered child welfare: many have not. Although the number is lower than other candidacy groups, the population has the least amount of services available throughout the County. Unfortunately, we have seen adolescents who show risk factors, as well as their parents, not get the help or support they need. This often results in either exploitation, child welfare and/or juvenile probation involvement or in some cases all three.*

An example of an EBP that may meet the wide range of each individual family is that of Functional Family Therapy (FFT). Per the Title IV-E Clearinghouse, FFT is a short-term



prevention program for at-risk youth and their families. FFT aims to address risk and protective factors that impact the adaptive development of 11-18 year-old youth who have been referred for behavioral or emotional problems. The program is organized in multiple phases and focuses on developing a positive relationship between therapist/program and family, increasing motivation for change, identifying specific needs of the family, supporting individual skill-building of youth and family, and generalizing changes to a broader context.

In July of 2022, FY&C and probation jointly contracted with a local community-based organization to provide Functional Family Therapy to youth in the juvenile justice system, voluntary family preservation and families with substantiated and/or inconclusive allegation dispositions, where no case was opened. This was a pilot program paid for by the Family First Transition Act (FFTA) and Family First Prevention Services (FFPS) Block Grants. Although initially it seemed as though it would only focus on three candidacy groups, it can potentially address risk factors from all 12 of the candidacy groups. The families served are ones who experience severe risk factors. It is not uncommon for parents in this candidacy group to have a substance use disorder, a youth to be at risk of CSEC, runaways and/or LGBTQ+ identities. Using FFT as a prevention intervention for guardianship/adoptive families at risk of disruption due to similar challenges is also under consideration.

## **Gap Analysis: Conclusions from Understanding the Landscape**

Taken together, the Needs Assessment and Asset Map findings determined six areas of potential action voiced by the Sonoma community which identify the most pressing conditions that contribute to child abuse and neglect. This analysis guides Sonoma's Prevention Plan toward addressing significant need while developing the current capacity of the service community. These areas are:

**Invest in Addressing Basic Needs** – Many families are struggling to make ends meet. It's hard to find stable shelter, keep food on the table, secure a living wage, have reliable transportation and access quality, affordable childcare. Capacity building is needed to address the high demand for meeting basic needs.

**Expand Trauma-Informed Services to Meet Demand** – Parents who have experienced trauma themselves can struggle with addiction, mental health challenges, or family violence. Left untreated, these circumstances often lead to safety issues for children. Access to treatment, counseling or other services are blocked by long waiting lists, high costs and not enough providers to go around.

**Make It Easier for Families to Get Support** – When families have a need, it's hard to know what services or resources are available, where they are and how to connect to them. Once families find what they need, the service may not fit with their work schedule, offer childcare, or be nearby. Moreover, when parents are overwhelmed, isolated or in crisis it's common to go into survival mode, rather than taking a risk to reach out for help. A strong base of Family Resource Centers exists, but growth and sustainability of this resource is needed across the county and for Tribes.

**Strengthen Culturally Relevant Services & Supports** – Families of color as well as families representing different languages, cultures, abilities or identities, often find the service system inflexible to meet their unique needs. This not only contributes to disparities in safety and well-being, but also feeds mistrust and discourages families from getting the help they need.

**Build Parenting Capacity** – Developing the skills, knowledge & confidence to be a good parent is not automatic. Parents and caregivers need information, resources, practice and guidance all along the way. Each stage of child development also has its own rewards and challenges. Parents who have children with special needs need extra support. The in-home parenting evidence-based practices approved for California's prevention plan (Parents as Teachers, Nurse Family Partnership, Homebuilders, Healthy Families of America) are scarce in Sonoma County and expensive to practice to fidelity.

**Create More Prevention Partnerships** – There is a need for a more coordinated approach to prevention services. Many families are in need of prevention services, but there are limited pathways to connect them to community resources and supports. When services are linked through formal or informal partnerships, families have an easier time. Building on Sonoma's foundation of public-private collaboration is needed.

# Prevention Plan Foundation

## The Groundwork for Sonoma’s Prevention Plan

The Prevention Plan as a whole is built on a foundation of components that guide our decisions as we target the elimination of child abuse & neglect in Sonoma County. Dismantling inequitable structures and addressing disproportionality/disparity in system-involved families are our highest priority within our overall goal.

<p><b>Mission of Sonoma’s Prevention Plan</b></p> <p>To develop a comprehensive Prevention Plan that coordinates the community’s efforts to prevent child abuse and neglect through addressing inequities, strengthening protective factors, and reducing stressors for our children, youth, and their families.</p>	<p><b>Sonoma’s Vision for Prevention</b></p> <p>All Sonoma County children and families have equitable access to timely, integrated supports that ensure they thrive in safe, responsive, and caring communities where they live, learn, work, and play.</p>
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<p><b>Prevention Plan Values</b></p> <p><b>Equity</b> – Prevention strategies and the systems involved in implementing them incorporate a lens focused on equity</p> <p><b>Lived Experience</b> - Value the experience and wisdom of individuals who have recovered from challenging life experiences</p> <p><b>Strengths Based</b> - Build upon family strengths, natural circles of support &amp; community assets to address needs &amp; promote resiliency</p>	<p><b>Trauma-Informed</b> - All prevention strategies &amp; interventions recognize the influence of historic &amp; cultural trauma on family strengths &amp; needs</p> <p><b>Culturally Responsive</b> - All prevention strategies &amp; interventions integrate culturally specific perspectives to meet family needs</p> <p><b>Whole Family Approach</b> – Consider the interdependence of individuals within a family to address family needs in a holistic way</p>
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## **Prevention Theory of Change**

**IF...**Sonoma County Child Welfare and our child abuse prevention partners listen to the needs of the community regarding the safety and well-being of our children, youth, and families; and

**IF...**the priorities identified by the community stimulate investment in the prevention policies, practices, partnerships and service array to address these needs;

**THEN...**Sonoma's prevention partners, family strengthening organizations, neighborhoods, and natural circles of support across all ethnicities and indigenous peoples are empowered to:

- Promote child and family resiliency, social connections, concrete support in times of need, and knowledge of parenting and child development
- Strengthen the capacity within communities to care for one another
- Ensure an equitable prevention response for all families
- Work effectively together as a network of support
- Leverage resources to increase impact

**SO THAT...**an accessible, equitable, and integrated county-wide system supports families to provide safe, stable, and nurturing relationships and environments for their children and youth;

**THEREBY...**preventing child abuse and neglect.

## **Strengthening Families Framework** **A Framework for Strengthening Families**

The Strengthening Families framework is a research-informed approach to increase family strengths, enhance child development, and reduce the likelihood of child abuse and neglect.

Children are more likely to thrive when their families have the support they need. By focusing on the five universal family strengths identified in the Strengthening Families Protective Factors Framework, community leaders and service providers

can better engage, support, and partner with parents in order to achieve the best outcomes for kids.

**Parental resilience:** Managing stress and functioning well when faced with challenges, adversity and trauma

**Social connections:** Positive relationships that provide emotional, informational, instrumental and spiritual support

**Knowledge of parenting and child development:** Understanding child development and parenting strategies that support physical, cognitive, language, social and emotional development

**Concrete support in times of need:** Access to concrete support and services that address a family's needs and help minimize stress caused by challenges

**Social and emotional competence of children:** Family and child interactions that help children develop the ability to communicate clearly, recognize and regulate their emotions and establish and maintain relationships

## Equity at the Core

Taken together, the foundational components led us to identify a central concept around which the details of the Prevention Plan can be built. All our efforts are pointed in the direction of creating and sustaining an equitable prevention system. From here we launched our strategy development process.



# Prevention Strategies

## Methodology

Fortified with the findings of our extensive inquiries into the community, the PPLT launched a deliberate, thorough, and inclusive process to define and confirm priority strategies designed to launch the five-year prevention plan. While not an entirely linear process, the route through strategy development can be summarized in 6 steps.

- 1 With our commitment to both service delivery changes and the dismantling of structural and systemic inequities, the PPLT amassed the strategic suggestions, recommendations, and current efforts from each of our stakeholder engagements: online survey, hosted conversations, Indigo Needs Assessment report, Strengthening Families Summit breakout groups, and Summit registrant’s responses to “What would you do with \$1 million to reduce child abuse and neglect?”.
- 2 We invited a broad group of stakeholders (49 altogether, from the PPLT and Summit participants) to consider a specific set of criteria and vote on the themes they felt were most important for prevention planning. The criteria fell into three categories:

Criteria for Strategy Prioritization		
<p><b>Impact:</b> How well does this strategy move the needle on reducing child abuse &amp; neglect?</p> <ul style="list-style-type: none"> <li>• How well does this strategy align with our prevention values?</li> <li>• Is this a strategy that can address multiple prevention objectives?</li> <li>• How well does this strategy address the pressing needs of families in our community?</li> </ul>	<p><b>Equity:</b> How well does this strategy address racial disparity in child and family outcomes?</p> <ul style="list-style-type: none"> <li>• How well does this strategy build on or fortify existing momentum?</li> </ul>	<p><b>Capacity:</b> Is there sufficient community capacity or can it easily be developed to carry out this strategy?</p> <ul style="list-style-type: none"> <li>• Would completing this strategy set the foundation for other strategies to take hold?</li> <li>• Are there sufficient resources available to implement this strategy in a meaningful way?</li> <li>• To what degree is there political will from a broad segment of the community to implement this strategy?</li> </ul>

- 3 To hone the list of strategy themes into a shorter list of priority strategies, an additional set of viability criteria was applied. We were careful at this stage to include actions within our control, committing to address issues better suited to an advocacy agenda elsewhere. Viability questions included:
- Are there efforts already underway related to this strategy topic?
  - What available services or assets are currently in place related to this strategy?
  - Are there funding opportunities to support this strategy?
  - What partnerships or alliances would provide support, resources or expertise?
  - Is this an area within our reach or scope of authority to advance?
  - What timeframe (short-term or long-term) would it take to launch this strategy?
- 4 The result at this point was six viable strategy areas that clustered into three Objectives. This provided the clarity we needed to create our overall Strategic Direction for the Prevention Plan:



- 5 With our Strategic Direction set, PPLT members divided into three workgroups, one for each Objective. Workgroups set to a deep dive into strategy formulation and prioritization. Additional members were brought into the workgroups to ensure expertise and lived experience were reflected in the group's decisions. Through a rigorous process of detail generation, impact evaluation, equity analysis

and the like, each group finalized their proposal for one strategy per area. This is the basis of the six strategies that form the basis of Sonoma's Prevention Plan.



## Priority Strategies to Launch the Prevention Plan

A set of foundational strategies have been identified to launch the five-year Prevention Plan in motion. Two important factors need to be kept in mind about these strategies:

- Each strategy area contains a “foundational” strategy as well as “follow on” strategies. We provide significant detail about the foundational strategy, as this is the first to be implemented. Follow on strategies are included in a simple list; these will be detailed later in the five-year implementation horizon, as it becomes time for them to be launched.
- In almost every strategy area, a separate set of advocacy steps have been identified. While not required for the CPP, these steps are an important element in adding the endorsement of Sonoma’s child abuse prevention council (the governance body for the Plan) to other prevention efforts happening around the county.

The strategies directly serve the key objectives centered around an equity lens to achieve our goal of reducing disproportionality and disparities among children, youth and families at risk for child abuse and neglect. Serving as a foundation to be built



upon as steps are taken and tasks are accomplished, these strategies create an underlying infrastructure upon which subsequent efforts toward the prevention of child abuse and neglect can happen. For convenience, here is the strategy framework again:



To bring each strategy to life, we present a table for each with details about what they are geared to accomplish, who they ultimately serve, how they contribute to our overall goal, and the like. Each table is designed to be used as the foundation for partnership engagement, readiness building and implementation planning: together they form a roadmap for building coalitions and executing the Prevention Plan. Each strategy table includes:

- **Objective:** a milestone toward the accomplishment of our goal
- **Foundational Strategy:** a cornerstone strategy to advance the objective, upon which follow-on strategies can build
- **Strategy Rationale:** explanation of how this strategy serves its specific objective and Sonoma's overall goal
- **How It Works:** description of what the strategy will involve
- **Possible Partners:** the collaborative entities that need to come together to make this strategy happen

- **Who is Served:** the target populations (primary, secondary, tertiary) who benefit from this strategy
- **EBPs Utilized:** the approved EPBs employed by this strategy, if relevant (some strategies focus on capacity building or infrastructure—setting the stage for later prevention service delivery)
- **Protective Factors:** the specific protective factors from the Strengthening Families Framework addressed by this strategy
- **ICPM Alignment:** How this strategy demonstrates ICPM practice principles, values and behaviors
- **Potential Funding:** Known or possible sources of funding to initiate or sustain the strategy
- **Timeline:** when in the five-year planning horizon this strategy will be designed, developed, and implemented
- **Follow-On Strategies:** A list of strategies that build upon the foundational strategy and serve to address the overall objective more fully

The next several pages outline Sonoma's six prevention strategies.

## Prevention Plan Strategies

### FOUNDATIONAL STRATEGY #1

**Objective – Advance Equity:** Reform the structures within the social service system that perpetuate inequity.

**Strategy #1 – Activate Change:** Align practice and policies of FY&C and Juvenile Probation with anti-racist techniques.

**“Culture means a lot to those we serve. Who we are and where we come from is foundational and often overlooked in the midst of the trauma of child welfare. Need to honor how culturally based supports and services *are* how we recognize trauma and promote powerful healing.”**

Tribal Parent

<b>1. ACTIVATE CHANGE: Align practice and policies of FY&amp;C and Juvenile Probation with anti-racist techniques</b>	
<b>How It Works</b>	<p>This strategy begins with a full examination of existing policy and practice through an anti-racist lens. Emphasis will be placed on revising elements that guide practice such as:</p> <ul style="list-style-type: none"> <li>• Clarify criteria for CPS response or JPD intake and identify opportunities for community-based response for lower risk circumstances.</li> <li>• Eliminate the influence of implicit bias when applying safety standards that are primarily driven by poverty related circumstances rather than safety concerns.</li> <li>• Support alternative interventions to meet case plan goals that are more culturally aligned with families' values, customs, and traditions.</li> <li>• Ensure family assessment tools are practiced with fidelity and are relevant for diverse families. If not relevant, develop and utilize alternate, valid methods to identify needs, strengths, and safety concerns.</li> </ul> <p>This examination will be integrated with the Targeted Case Review on all separations of African American and Native American children during 2022. Sonoma FY&amp;C is currently conducting this to determine if concerted efforts are being made to keep children safely at home, rather than placement in out-of-home care. Policy and practice changes will be recommended based on this analysis because the Targeted Case Review is being led by an expert in Race Equity Inclusion practice in child welfare using anti-racist principles, techniques, and standards.</p> <p>Some additional steps FY&amp;C and JPD will take to make these changes more visible include:</p>

<b>1. ACTIVATE CHANGE: Align practice and policies of FY&amp;C and Juvenile Probation with anti-racist techniques</b>	
	<ul style="list-style-type: none"> <li>• Create culturally inclusive and welcoming environments in public buildings through décor, language translations and other visual indicators.</li> <li>• For FY&amp;C, expand existing flexible funding supported resources such as “CarePortal” (provides basic needs such as rental assistance, car repairs, etc. to families referred to FY&amp;C to address needs contributing to safety issues) to ensure client barriers to accessing services are eliminated.</li> <li>• Consider unrestricted funding for BIPOC communities to determine how to meet families' needs, especially in the Tribal Community.</li> </ul>
<b>Strategy Rationale</b>	Alignment of policy and practice with anti-racist techniques will improve engagement of all families—especially BIPOC families—which supports a key aspect of the Strengthening Families Framework. By partnering with parents to ensure Sonoma's policies and programs work for children, youth and families, the stage is set for engaging parents in mutually supportive relationships that build all 5 protective factors: resilience, social connections, knowledge of parenting and child development, access to concrete supports in times of need, and social-emotional competence of children.
<b>Possible Partners</b>	BIPOC community advocates, family and youth with lived experience, REDI experts, Tribal Representatives, County Counsel, Sonoma County Office of Equity, and other accountability partners.
<b>Who is Served</b>	This strategy would serve all families who encounter or are at risk of becoming involved with FY&C or JPD. (Secondary & Tertiary)
<b>EBPs Utilized</b>	This is an equity building strategy, so there are no EBPs directly utilized.
<b>Protective Factors Addressed</b>	An increase in the mental health provider pool and delivery of mental health services to families (especially BIPOC and non-English speaking) will result in primarily building parental resilience and social-emotional competence of children, with secondary focus on social connection and knowledge of parenting in child development.
<b>ICPM Alignment</b>	Engagement, Inquiry & Exploration, Teaming, Advocacy, Accountability, Communication, Feedback, and Partnership
<b>Potential Funding</b>	FY&C and JPD will explore specific funding sources to support the equity building activities listed above. Child Welfare Realignment funding has been utilized to support some of FY&C's current, broader priorities to address disparities within the child welfare system and may be redirected to support preventive efforts and address this strategy.
<b>Timeline</b>	1-2 years to prepare policy and practice change recommendations; 2-3 years for implementation.

1. <b>ACTIVATE CHANGE: Align practice and policies of FY&amp;C and Juvenile Probation with anti-racist techniques</b>	
<b>Follow-On Strategies</b>	<ul style="list-style-type: none"> <li>Strengthen and expand training on anti-racist practices to FY&amp;C staff, JPD staff, and community partners who deliver services to vulnerable families.</li> <li>Modify expectations of service providers contracted with FY&amp;C and JPD to address racial equity and inclusion in service provisions.</li> </ul>

**FOUNDATIONAL STRATEGY #2**

**Objective – Advance Equity:** Reform the structures within the social service system that perpetuate inequity.

**Strategy #2 – Diversify the Workforce:** Improve communication and trust between FY&C and Juvenile Probation (JPD) and the larger community.

**“I’m Hispanic so my family had a hard time understanding the process. There was not much communication and we always felt lost in the process, not to mention terrified.”**

Parent

2. <b>DIVERSIFY THE WORKFORCE: Improve communication and trust between FY&amp;C and Juvenile Probation (JPD) and the larger community</b>	
<b>How It Works</b>	<p>Families of color as well as families representing different languages, cultures, abilities or identities, often find the service system workforce unfamiliar with their unique needs. This not only contributes to disparities in safety and well-being, but also feeds mistrust and discourages families from getting the help they need.</p> <p>Diversifying the workforce is a multi-stage process that begins with trust building. FY&amp;C and JPD have a responsibility to join with Sonoma's BIPOC communities in a genuine effort to increase trust and strengthen communication. This will involve consistent, transparent action and follow through as part of a restorative process with diverse communities, especially those over-represented in child welfare and juvenile probation systems. Once this initial strategy takes hold, the foundation is set for all other workforce diversification strategies to begin.</p> <p>Some examples of trust building activities include:</p> <ul style="list-style-type: none"> <li>Host “Listening Sessions” held in BIPOC community locations to explore the experiences, concerns and ideas of BIPOC organizations and families who have been involved with FY&amp;C or JPD.</li> <li>Identify opportunities for representatives from BIPOC communities to help define the qualities, behaviors, skills and attitudes needed by the human services workforce to meet the diverse needs of BIPOC families.</li> </ul>

<b>2. DIVERSIFY THE WORKFORCE: Improve communication and trust between FY&amp;C and Juvenile Probation (JPD) and the larger community</b>	
	<ul style="list-style-type: none"> <li>• Regularly meet with BIPOC organizations and families to increase communication, practice transparency, and receive feedback on progress toward building a more trusting relationship between BIPOC communities and FY&amp;C and JPD.</li> <li>• Apply the findings from BIPOC community dialogues to build “Equity Profiles” for line staff, supervisors and managers. These behavioral descriptions can be used to modify job descriptions, refine staff training &amp; development curricula, inform supervision and guide workforce recruitment efforts.</li> </ul> <p>In collaboration with community public and private partners, explore specific funding sources to support the equity building activities listed above.</p>
<b>Strategy Rationale</b>	<p>Ensuring the workforce more closely reflects the diversity of the populations served by child welfare and juvenile probation requires seeking out candidates from BIPOC communities. Across America, the level of trust between communities of color and both child protection and juvenile justice agencies have historically been strained and Sonoma County is no exception. Healing these tensions and building trust will increase opportunities for greater understanding and partnership. This in turn will create a foundation for staff recruitment, retention, and advancement of BIPOC individuals in the workforce. When families and youth experience caseworkers or probation officers from similar communities, backgrounds and identities as their own, they will be more likely to utilize the preventive help and resources offered to strengthen their circumstances at home, at school and in the neighborhood.</p>
<b>Possible Partners</b>	<p>FY&amp;C, Juvenile Probation, BIPOC organization such as Sonoma County Black Forum, BIPOC student unions, Tribes, NAACP, Sonoma County Office of Equity and other equity partners.</p>
<b>Who is Served</b>	<p>Builds capacity to better serve BIPOC parents, youth and children involved with or at risk of involvement in the child welfare system. (Secondary &amp; Tertiary)</p>
<b>EBPs Utilized</b>	<p>This is an equity building strategy, so there are no EBPs directly utilized.</p>
<b>Protective Factors Addressed</b>	<p>Improving communication and trust with the BIPOC community will increase confidence of BIPOC families in the service system—a key element of the Strengthening Families Framework. By partnering with parents to ensure FY&amp;C and JPD are trusted helping systems that work for children, youth and families, the stage is set for engaging parents in mutually supportive relationships that build all 5 protective factors: resilience, social connections, knowledge of parenting and child development, access to concrete supports in times of need, and social-emotional competence of children.</p>

<b>2. DIVERSIFY THE WORKFORCE: Improve communication and trust between FY&amp;C and Juvenile Probation (JPD) and the larger community</b>	
<b>ICPM Alignment</b>	Create a Learning Environment, Monitor Practice Effectiveness, Teaming, Advocacy, Accountability, Communication, Feedback, and Partnership
<b>Potential Funding</b>	Child Welfare Realignment funding will be used as necessary to support the dialogues. Training and implementation of these strategy areas will be integrated into the already funded structures for staff training.
<b>Timeline</b>	Community conversations and relationship building with BIPOC communities will begin in year 1, yet the key will be consistency and follow-through. Trust building is envisioned to occur during all 5 years, with follow-on strategies starting in years 2 – 5.
<b>Follow-On Strategies</b>	<ul style="list-style-type: none"> <li>• Improve recruitment of potential candidates from BIPOC communities to diversify the workforce of FY&amp;C and JPD so that the direct service staff is more representative of the families and youth served.</li> <li>• Increase retention and advancement for BIPOC staff at FY&amp;C and JPD through mentorship, support, and incentives focused on continuing education, credentials, and other benefits.</li> </ul>

**FOUNDATIONAL STRATEGY #3**

**Objective – Improve MH/SUD Services:**  
 Improve the service system to better address the mental health & substance use disorder needs of families.

**Strategy #3 – Promote Mental Health:**  
 Increase provider pool to expand access to culturally informed and linguistically relevant mental health services.

**“We need more services to address early childhood trauma of both Indian and non Indian parents affecting their ability to inhabit an attuned and nurturing relationship with their children.”**  
 Tribal Service Provider

<b>3. PROMOTE MENTAL HEALTH: Increase provider pool to expand access to culturally informed and linguistically relevant mental health services</b>	
<b>How It Works</b>	<p>Sonoma County will build on and leverage existing public and private coalitions to design and implement recruitment, retention and incentive structures to build mental health service delivery capacity in County agencies and CBOs throughout Sonoma. Funding and capacity building aimed at BIPOC-led CBOs and activities already happening in the community will be leveraged.</p> <p>Specific approaches for broadening the definition of mental health services to be more inclusive of non-traditional resources include:</p> <ul style="list-style-type: none"> <li>• Develop peer-led community health navigation services.</li> <li>• Partner with community and peer representatives to expand what is considered mental health services (Tribal rituals, art &amp; cultural events, farm-worker clinics, peer/student mentors, convivencias and the like).</li> </ul> <p>Specific incentives to encourage practitioners or paraprofessionals to enter the mental health field include:</p> <ul style="list-style-type: none"> <li>• Increase contractor rates to expand provider pool and offer premiums for bilingual staff.</li> <li>• Create targeted educational benefits within county departments and CBOs to support and incentivize education (e.g., tuition support, flex time for attending classes) to encourage staff to move into mental health fields.</li> <li>• Establish an educational collaborative to increase pathways for training, licensure and supervisory guidance for new or existing mental health professionals. Communicate opportunities for different career paths as people identify their educational and employment goals.</li> <li>• Leverage shared capacity with schools, CBOs, and county partners to create internships and opportunities for career exploration in the</li> </ul>



<b>3. PROMOTE MENTAL HEALTH: Increase provider pool to expand access to culturally informed and linguistically relevant mental health services</b>	
	<p>mental health field. Offer internship rotations to increase exposure and cross-training opportunities.</p> <p>In collaboration with community public and private partners, explore specific funding sources to support the capacity building activities listed above.</p>
<b>Strategy Rationale</b>	Developing more culturally focused provider capacity will increase access for all families, particularly BIPOC and non-English speaking families. Receiving mental health services that address parenting/safety challenges or other destabilizing conditions helps to minimize the risk of harm that children experience.
<b>Possible Partners</b>	Behavioral Health, Sonoma County Community Foundation, First 5 Sonoma, FY&C, Tribes, Juvenile Probation, Public Health, local higher education institutions, community health clinics, legislative partners, Sonoma Connect   Sonoma Unidos, Sonoma Suicide Prevention Coalition
<b>Who is Served</b>	Builds capacity to better serve parents, youth and children experiencing mental health needs, especially BIPOC and underserved areas of the community. This potentially aligns with all 12 of the candidacy group populations once funding becomes available. (Primary, Secondary, Tertiary)
<b>EBPs Utilized</b>	This is a capacity building strategy, so there are no EBPs directly utilized. However, upon capacity being developed, Prevent Child Abuse Sonoma County (Sonoma's CAPC) will explore the potential use of FFPSA identified mental health focused EBPs.
<b>Protective Factors Addressed</b>	An increase in the MH provider pool and delivery of MH services to families (especially BIPOC and non-English speaking) will result in initially building parental resilience and social-emotional competence of children, with later focus on social connection and knowledge of parenting in child development.
<b>ICPM Alignment</b>	Readiness Building, Partnership, Advocacy, Teaming, and Accountability
<b>Potential Funding</b>	Potential funding partners include Sonoma Behavioral Health and First 5 Sonoma County. Portions of the FFPS and ARPA-CBCAP one time allocations will also be used to implement these services as pilots in the near term.
<b>Timeline</b>	5 years, including a 3-year design and development phase and 2-year implementation phase.
<b>Follow-On Strategies</b>	<ul style="list-style-type: none"> <li>• Expand current avenues for service delivery.</li> <li>• Further grow programming for behavioral health focused peer support in rural and other underserved areas of the county.</li> </ul>

**3. PROMOTE MENTAL HEALTH: Increase provider pool to expand access to culturally informed and linguistically relevant mental health services**

- Expand access to childcare to improve parent participation in mental health services.
- Create wellness programs to support mental health through partnership with and utilization of existing CBOs and services focused on physical health and wellness.
- When FFPSA funding is available, voluntary Family Maintenance cases and referrals to FY&C will be eligible to receive FFPSA eligible mental health focused EPBs such as Family Functional Therapy, Parent Child Interactive Therapy and others.

**FOUNDATIONAL STRATEGY #4**

**Objective – Improve MH/SUD Services:** Improve the service system to better address the mental health & substance use disorder needs of families.

**Strategy #4 – Support Recovery:** Create a variety of family-focused recovery support services.

**“I desperately needed child care before removal and couldn’t afford it. It would be so much better if Sonoma County had treatment facilities that offer child care.”**  
Parent

<b>4. SUPPORT RECOVERY: Create a variety of family-focused recovery support services</b>	
<b>How It Works</b>	<p>Sonoma County will offer a comprehensive array of long-term services that parents in recovery can access using a “whole family” intervention approach emphasizing cultural responsiveness. Delivered through a wraparound home visiting program model flexible enough to meet families where they are most comfortable and works best for them. These supplemental/ancillary treatment services include:</p> <ul style="list-style-type: none"> <li>• Nursing support</li> <li>• Parenting education</li> <li>• Income support through job training and career development</li> <li>• Housing assistance</li> </ul> <p>Specific barrier reduction and engagement efforts to improve the likelihood of parents in recovery taking advantage of available service and support opportunities include:</p> <ul style="list-style-type: none"> <li>• Advocate for removal of barriers to employment related to background checks.</li> <li>• Increase availability of recovery housing that caters to individuals (especially fathers) with children.</li> <li>• Facilitate positive childhood experiences—family events and gatherings in community—as an antidote to ACES.</li> <li>• Focus on building community connections and networks of support to help families expand healthy social relationships in support of their recovery.</li> </ul> <p>In collaboration with community public and private partners, explore specific funding sources to support the interventions and advocacy efforts listed above.</p>
<b>Strategy Rationale</b>	<p>Developing more family-focused recovery support services in the context of enhanced community and social connection will promote wellness and recovery, improve family stability and strengthen social support for families impacted by substance use disorders. This in turn will improve the</p>

<b>4. SUPPORT RECOVERY: Create a variety of family-focused recovery support services</b>	
	safety, permanency and well-being outcomes for children and youth with parents in recovery.
<b>Possible Partners</b>	Behavioral Health, FY&C, Juvenile Probation, Faith-Based Organizations, Substance Use Disorder Treatment Programs, Tribes, Public Health, Employment & Training Division of HSD, Sonoma Connect   Sonoma Unidos, Parks & Recreation, fitness gyms, yoga programs.
<b>Who is Served</b>	Parents in recovery from substance use disorders and in need of supplemental support in recovery, especially BIPOC families and those in underserved areas of the community. Eligible participants in services can include parents recently exited from residential treatment or other treatment programs as well as parents in ongoing treatment (e.g., Medication Assisted Treatment—MAT). (Primary, Secondary, Tertiary).
<b>EBPs Utilized</b>	This strategy can utilize all the FFPSA identified EBPs, especially motivational interviewing, due to the wide range of needs families present such as mental health concerns, recovery support, and need for in home parenting support.
<b>Protective Factors Addressed</b>	An increase in family focused recovery support services (especially for BIPOC families) will result in initially building parental resilience and social connection, then later grow knowledge of parenting in child development and social-emotional competence of children.
<b>ICPM Alignment</b>	Advocacy, Engagement, Inquiry & Exploration, Teaming, Accountability, Communication, Feedback, and Partnership
<b>Potential Funding</b>	Potential long term funding partners include Sonoma Behavioral Health and SAMHSA grants. Child Welfare Realignment funding may be utilized as a matching source for federal funds.
<b>Timeline</b>	5 years, including a 3-year design and development phase and 2-year implementation phase.
<b>Follow-On Strategies</b>	<ul style="list-style-type: none"> <li>• Create new options for treatment programs that address the multidimensional needs of families.</li> <li>• Expand home visiting programs focused on substance use disorder treatment interventions.</li> <li>• Continue to partner with health services to advocate for new programming including cultivation of partnership opportunities that expand capacity.</li> </ul>

**FOUNDATIONAL STRATEGY #5**

**Objective – Support Families:** Strengthen the network of family support services and resources to be more accessible and culturally responsive.

**Strategy #5 – Support Parents:** Shift the culture of mandated reporting toward a culture of mandated supporting.

**“My parent’s drug addictions/mental health were a hindrance on their ability to make us kids and our needs a priority. When these behaviors are evident it would be beneficial if other adults didn’t turn a blind eye.”**  
Former Foster Youth

**5. SUPPORT PARENTS: Shift the culture of mandated reporting toward a culture of mandated supporting**

<p><b>How It Works</b></p>	<p>Modify the culture of parent education &amp; services to emphasize support rather than reports to the hotline being the only pathway to assistance. Train personnel in trauma-informed approaches and gear practices around the Strengthening Families Framework.</p> <p>Sonoma County FY&amp;C as the recipient of all Hotline reports is committed to new ways to partner with community-based networks focused on family support to link early identified families in stress to the resources that will help stabilize them. As more opportunities for family strengthening, skill-building, and trauma-informed approaches are available, this reframing and change in practice will lessen the barriers to parents seeking support. Assistance will be embedded throughout the organizations, locations and institutions that parents frequent. Specific actions to move these changes forward include:</p> <p>Establish a new philosophy / Shift the culture</p> <ul style="list-style-type: none"> <li>• Rally the coalition of human service partners across Sonoma around this concerted effort to develop a “Mandated Supporter” culture (e.g., Family Resource Centers; School Family Support programs; pediatrics/health clinics)</li> <li>• Develop common language; trauma-informed, strength-based approaches; strengthening families framework; skill development, and competency building of all family serving workforces to become “mandated supporters”</li> <li>• Educate the mandated reporter community (e.g., teachers, physicians, etc.) about the new mandated supporter philosophy to reframe their role into a new culture and climate of family support including raising awareness about racial disparity and building skills to promote Racial Equity, Diversity and Inclusion (REDI)</li> <li>• Launch a broad community information campaign to spread the word about the shifting culture toward family support</li> </ul>
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<b>5. SUPPORT PARENTS: Shift the culture of mandated reporting toward a culture of mandated supporting</b>	
	<p>Build readiness for responding to families through community based interventions</p> <ul style="list-style-type: none"> <li>• Design the “mandated supporting” workforce configuration to deliver support under this new model through partnership agreements between Community Based Organizations (CBO) and FY&amp;C</li> <li>• Build workforce within the CBO sector to expand capacity for delivering family support services, resources and navigation guidance.</li> <li>• Co-create easily accessible methods to connect families to the available resources they need and ensure access at the point of contact where families may express need (e.g., navigator system for families in stress to get the support they need)</li> <li>• Create an accountability mechanism to ensure fidelity to trauma-informed practice approaches is maintained anywhere a parent receives support</li> </ul> <p>While readiness building activities are underway, parallel efforts will be made to develop the services and support resources to serve a broader range of families facing challenges.</p>
<b>Strategy Rationale</b>	Shifting the culture of parent support to one based on skilled attention to trauma and focused on building on family strengths will reduce the stigma of parent support services and increase families' acceptance of participating in these supports throughout the county. Asking for help will no longer be viewed as a deficit, but instead as a strength. More participation of families in the services that meet their needs will increase their protective capacity, thus improving child safety and reducing the incidence of child abuse and neglect in Sonoma County.
<b>Possible Partners</b>	Service delivery organizations who intersect with families: Behavioral Health, Tribes, CBOs that support parents/families, First 5 Sonoma County, FY&C, Probation, Public Health, schools, community health clinics, university/community colleges, hospitals, law enforcement, Community Health Workers/Training Providers, Sonoma Connect   Sonoma Unidos
<b>Who is Served</b>	While the culture shift applies to all parents who interact with supporting services of any kind, the access and navigation tools will begin with BIPOC families and other underserved populations in the community. (Primary, Secondary)
<b>EBPs Utilized</b>	This is a foundational/capacity building strategy. Once the culture shift takes hold and infrastructure is in place, motivational interviewing and in-home parenting EBPs would be utilized in the follow-on strategies.

<b>5. SUPPORT PARENTS: Shift the culture of mandated reporting toward a culture of mandated supporting</b>	
<b>Protective Factors Addressed</b>	Embedding a culture of parent support across institutions and agencies of all kinds will result in building parental resilience and increasing knowledge of parenting in child development, with the possibility of enhancing social connections and providing concrete supports, while building a foundation for tending the social-emotional competence of children.
<b>ICPM Alignment</b>	Advocacy, Engagement, Inquiry & Exploration, Teaming, Accountability, Communication, Feedback, Partnership, and Practice Monitoring
<b>Potential Funding</b>	Children's Services Sales Tax Initiative (Childcare & Children's Health Initiative); Community Health Worker Funding; CalAIM, MediCAL
<b>Timeline</b>	The main focus of the 5-years will be on shifting the culture and building the infrastructure to support families more effectively and universally across Sonoma.
<b>Follow-On Strategies</b>	<ul style="list-style-type: none"> <li>• Expand training of and access to parent mentors, specifically cultivating a pool of BIPOC parent mentors</li> <li>• Expand home visiting programs</li> <li>• Provide concrete support to address basic needs</li> <li>• Establish universal access to parent education classes</li> </ul>

**FOUNDATIONAL STRATEGY #6**

**Objective – Support Families:** Strengthen the network of family support services and resources to be more accessible & culturally responsive.

**Strategy #6 – Build Pathways:** Establish a Family Navigator program to help families access available prevention services & supports.

“Bring our parent mentors in early in the case. A lot of us wouldn’t have gotten where we are today without them. It’s really true when you hear people say “it takes a Village” because it does, of support. Not hate. Not ridicule. SUPPORT.”

Parent

**6. BUILD PATHWAYS: Establish a Family Navigator program to help families access available prevention services & supports**

**How It Works**

Schools and Family Resource Centers are familiar places where Sonoma families can learn about and be linked to supports and resources to strengthen well-being (e.g., food/nutrition, mental health services, parenting skills, and assistance with other basic needs). However, not all schools have the capacity to address the demand for support and many parents don't know where to get help or how to go about asking for help. A robust Family Navigator program would start closing this gap. Specific activities to advance this strategy include:

Cultivate a partnership to design and test a Family Navigator program

- Identify a school or Family Resource Center committed to expanding their services vulnerable families in zip code areas where most CPS referrals come from.
- Design a pilot Family Navigator program operated onsite to help families find the help they need, including transportation, support for recovery, connections to childcare, parenting education and other needs.
- Evaluate the pilot program to measure outcomes, operational adjustments, and implementation considerations for further expansion.

Bring the Family Navigator program to scale in other areas of the county

- Following implementation and evaluation of the pilot program, replicate the program at other schools and FRCs with other high need areas of the county.
- Conduct a targeted outreach campaign to widely disseminate information about what services are available for parents and how to access them.
- Continue to cultivate relationships with schools and Family Resource Centers to advocate for sufficient resources to sustain their role as pathways for family support.



<b>6. BUILD PATHWAYS: Establish a Family Navigator program to help families access available prevention services &amp; supports</b>	
<b>Strategy Rationale</b>	When families are assisted with supportive guidance to link them to the services and supports they need, they are more likely to participate in family stabilization efforts. This in turn, will strengthen their well-being and increase protective factors, thus diminishing the chance of experiencing child maltreatment.
<b>Possible Partners</b>	All school districts, California Family Resource Association, childcare facilities, Family Resource Centers, Non-Public Schools, families with lived experience.
<b>Who is Served</b>	Families from zip codes throughout Sonoma County that are frequently referred to CPS. (Primary)
<b>EBPs Utilized</b>	This strategy can utilize all the FFPSA identified EBPs, especially motivational interviewing, due to the wide range of needs families present such as mental health concerns, recovery support, and need for in home parenting support.
<b>Protective Factors Addressed</b>	Establishing a Family Navigator program will result in building parental resilience and increasing knowledge of parenting in child development, with the possibility of enhancing social connections and providing concrete supports, while building a foundation for tending the social-emotional competence of children.
<b>ICPM Alignment</b>	Advocacy, Engagement, Inquiry & Exploration, Teaming, Accountability, Communication, Feedback, Partnership, and Practice Monitoring
<b>Potential Funding</b>	Community Schools Funding, Community Health Worker Funding, CalAIM, Children's Services Tax Initiative
<b>Timeline</b>	5 years with pilot testing in the first 3 years and expansion in years 4 and 5.
<b>Follow-On Strategies</b>	<ul style="list-style-type: none"> <li>• Get the word out about available and accessible services to support families.</li> <li>• Leverage local government expertise to support expansion of capacity for FRCs and other CBOs.</li> </ul>

# Considerations for Launching the Prevention Plan

The Prevention Plan is only as good as the implementation sequence that delivers it. Well-planned governance, monitoring & oversight, evaluation, and ongoing funding sources are among the key areas that bring the Plan to life in a smooth and sustainable way. The following sections bring forward several elements that will be the focus of that forward momentum.

## **Governance, Implementation, & Monitoring**

Sonoma County has Prevent Child Abuse-Sonoma County (PCA-SC) as our child abuse prevention council. The council provides networking opportunities, education, and professional trainings for those involved in child abuse prevention and intervention services. PCA-SC, in collaboration with FY&C, works to increase public awareness about issues related to child abuse and neglect in the community. This includes, but is not limited to:

- Building a community that protects and promotes healthy families
- Raising community awareness and educating parents, professionals, and community members through trainings and classes
- Championing the local Blue Ribbon child abuse prevention campaign each April

To help create results locally, PCA-SC strives to make the Sonoma community aware and therefore more involved in protecting children and strengthening families. The council advocates for policies that support families and protect children. The PCA-SC has been a pivotal part of our prevention plan, as its mission aligns with that of the FFPSA. In addition, the PCA-SC has allowed for transparency with our community on our prevention planning by making available to the public the recordings of the planning meetings. This transparency is a key piece of our foundation for engagement and collaboration with community stakeholders, allowing for a partnership that can work together to reduce child abuse and neglect throughout Sonoma County.

The implementation and ongoing monitoring of the CPP will be an evolutionary process, based on feedback from the governing structure and the community. The initial core members of the governing structure will include, but are not limited to:

<b>Core Members of Governance Team</b>	
Child Abuse Prevention Council	Community-Based Organizations
Child Welfare Agency	Family Resource Centers
Probation Department	Youth Leader (Lived Experience)
Tribal Representation	Parent Leader (Lived Experience)
Office of Education	First 5 Sonoma County
Behavioral Health Department	Sonoma Works-Public Assistance
Regional Center	Parks & Recreation Department

The governance team will be a committee within the Child Abuse Prevention Council whose role is to oversee the implementation of the CPP, monitor progress, evaluate results, and act on changes based on feedback. The committee will meet quarterly to review data, get status updates, brainstorm funding options, monitor program fidelity, and discuss DEI efforts and community engagement. This will allow the committee to discuss and provide recommendations, for which the team will develop a plan to implement necessary changes. There is the potential for separate workgroups, depending on the phase of implementation, barriers identified and/or the targeted strategies. As a part of the oversight structure, FY&C will continue to inform the ICWA Roundtable and will be meeting with community-based organizations quarterly to share information and updates including discussion of successes and challenges as implementation rolls out.

The implementation and ongoing monitoring of the CPP by the PCA-SC will include plan development to ensure sustainability. This may involve leveraging money and utilizing existing services in the community to support the goals of the prevention plan. Through the feedback provided to this committee, barriers identified will be addressed and an action plan created utilizing existing resources and bringing in new ones. This action plan will then be implemented and studied for effectiveness in reducing child abuse and neglect. One measure of this will be through a reduction of youth entering foster care over the five-year period. Another key metric is measuring improvement in disparity and disproportionality.

## **Sonoma County Training Plan**

Sonoma County currently contracts with Bay Area Academy (BAA) as our Regional Training Academy. BAA is contracted to provide Common Core training to social workers, supervisors and managers as outlined in the State Prevention Plan. The FY&C Staff Development Department offers frequent and ongoing training within the framework of the Integrated Core Practice Model (ICPM). In addition, we have a Training Unit for Social Workers that ensures all training requirements are met and tracked. We have utilized the State's Training Plan, as outlined in Tier 1. As the State's Training plan for Tier 2 and 3 unfolds Sonoma County will provide the necessary training to the required positions.

FY&C has funded the certification of a contracted provider in Functional Family Therapy to build capacity in this evidence based practice within the community. Also, initial conversations are underway between FY&C and Juvenile Probation regarding training staff in Motivational Interviewing.

The values and principles embedded in the ICPM related to Workforce Development will be emphasized in training the cross-sector workforce who will implement Sonoma's prevention strategies. The aim is to build confidence and skills of staff at all levels – those delivering the innovations and the supervisors, managers, and other leadership who support them. Ongoing professional development plans and practices will include assessing diverse staffing needs, supporting and coaching supervisors, and strengthening staff retention. Specific topics related to reinforcing ICPM include:

- Promote clarity and understanding of the ICPM and what it will take to infuse this approach across system partners, service providers and community based organizations who are working together to implement Sonoma's prevention strategies.
- Understand the ICPM values, behaviors, and principles as they apply to direct service staff and leadership roles in Sonoma's prevention work.
- Understand how to utilize practice profiles and other fidelity tools to assess and encourage use of ICPM behaviors when delivering specific prevention practices.

## **Collaboration**

Sonoma County has strong relationships between the Departments of Juvenile Probation, Behavioral Health, and Public Health. This allows for a collaboration that

maximizes available funding while ensuring FFPS funds are the payer of last resort. Child Welfare already has a formal partnership with Behavioral Health to maximize EPSDT funding for wraparound services, as well as partnership with Probation to implement the Functional Family Therapy pilot. Behavioral Health is receiving significant local funding specific to addressing youth mental health needs, and they are open to exploring ways to create new resources to implement Prevention Plan strategies. Child Welfare is also meeting quarterly with First 5 Sonoma County to address mutual strategic prevention goals.

## **Funding & Sustainability**

One significant barrier to the initial development of and sustainability for creating new prevention programming is the lack of certainty around the timeframe and specific implementation requirements to draw down FFPSA funding. The available FFPSA block grant funds have been invaluable to create new programs and support community planning efforts; however, when these funds are no longer available it is a strain on the Department's resources to consider filling the gaps for an extended time. Additional block grant funding would support uninterrupted program development until FFPSA entitlement funds are readily available.

## **FFPS Spending Plan**

Sonoma County has invested significantly in broad-based child abuse prevention efforts through the thoughtful utilization of one-time and ongoing prevention funding. Through the utilization of the FFPS allocation as well as other one-time funding streams, Sonoma County has funded new prevention efforts in three major areas:

- Facilitation of a two-year community driven planning process to develop the 5-year Comprehensive Prevention Plan
- Commitments of dedicated staff to lead the implementation of the CPP and engage parents in preventive services
- Pilot projects for direct services that align with the requirements of California's plan for implementing FFPSA funded services

Using one-time funding, Sonoma County has created multi-year spending plans specifically for preventive services that maximize planning and service delivery efforts.

A breakdown of one-time revenue for the FFPS program is as follows:

<b>Funding Source</b>	<b>Expenditure Amount*</b>
FFPS Family First Prevention Services	\$1,421,622
Certainty Grant	\$ 533,123
Family First Transition Act (FFTA)	\$307, 351
2011 Realignment	\$297,800
American Rescue Plan – Community Based Child Abuse Prevention (ARPA-CBCAP)	\$219,177
<b>Total Funding</b>	<b>\$2,779,073</b>

*\*Specific amounts based upon planning as of January 1, 2023 and are subject to change*

These one-time allocations (and ongoing Realignment funding) will be spent over a multi-year period. FFPS Block Grant funding, along Family First Transition Act (FFTA), ARPA-CBCAP funding with other resources, is currently being used to expand the availability of prevention services within the County in three primary areas:

**Development of the Community-Driven 5-Year Comprehensive Prevention Plan**

FFTA one-time funding has been utilized to hire a facilitator to lead the prevention planning process, conduct an in-depth community needs assessment to inform the child abuse prevention plan and augment the existing services provided by the Child Abuse Prevention Council in order to partner with FY&C to lead the development of the prevention plan. This two-year effort concluded June 30, 2023 and implementation of the plan objectives will be led by child welfare management in partnership with the Child Abuse Prevention Council so no additional one-time funding is required at this time.

**Dedicated Staffing and Family Engagement Supports**

Three new FY&C positions have been created as part of the FFPS program; each position is at least partially funded through one or more of the above-listed allocations. A permanent management position was created and began in Spring 2023 to oversee the final stages of development and implementation of Sonoma County’s CPP. This position will partner with the governance team to create partnerships, maximize available community funding, and ensure that community voice is lifted at every stage of implementation. This position will be funded on an ongoing basis through Realignment and FFPSA entitlement funding.

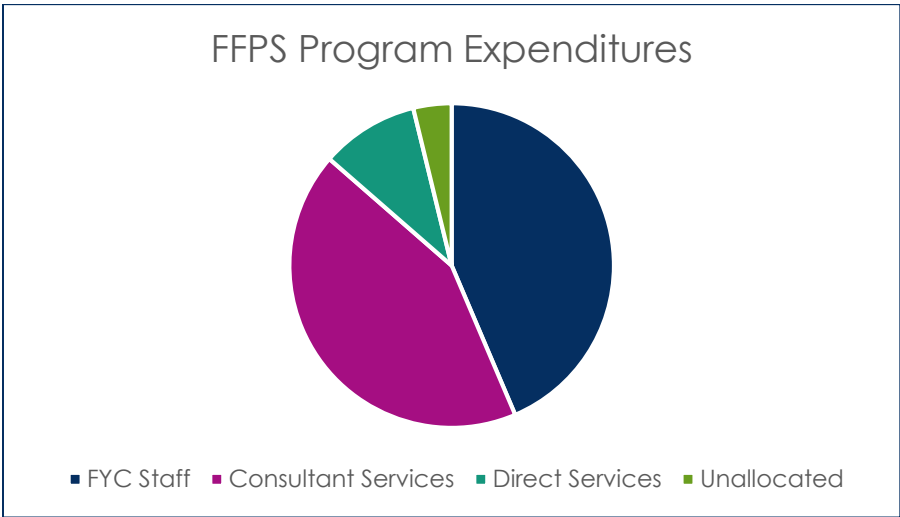
Additionally, two time-limited social work positions were created and partially funded through these one-time funds. These positions are responsible for engaging with

families in two candidate groups (involved at some level with child welfare services) to support their engagement and follow through in preventive services. These positions are funded through one-time allocations through June 2025. These staff will utilize Motivational Interviewing and may be eligible to draw down FFPSA funding, depending on program design and availability of funding.

**Piloting Direct Services Compliant with FFPSA Requirements**

FFPS funding, the largest one-time funding grant, has been used to pilot projects of the Functional Family Therapy model for families in several of the Candidate groups identified in California's State Prevention Plan and as prioritized populations in Sonoma County's prevention planning efforts. Sonoma County intends to continue utilizing FFPS for this pilot project through the FY 24-25. As of July 1, 2025, ideally, the State and County will be ready to begin implementing the requirements of FFPSA in order to begin drawing down the entitlement dollars; however, if that is not the case, Sonoma County is prepared to utilize available Certainty Grant funding (revenue received related to prior participation in the Title IV-E Waiver project) in order to continue the pilot uninterrupted for at least one more fiscal year.

FFPS funds are also used for a second program, providing Wraparound services to youth and families as part of a Candidate population. Wraparound services are provided for up to three months, using a High-Fidelity Wraparound model and focusing on mental health needs. This pilot is committed and budgeted through June 2025; the program will continue if ongoing funding is available through FFPSA or another source.



<b>Area of Expense</b>	<b>Budget</b>	<b>Percentage of Budget</b>
FY&C Staff	\$ 1,211,499	43.6%
Direct Services	\$ 1,190,000	42.8%
Consultant Services	\$ 271,600	10%
Unallocated	\$ 105,974	4%
<b>Total</b>	<b>\$ 2,779,073</b>	<b>100%</b>

**Unallocated Funding**

Approximately \$105,000 of FFPS Program funding as well as additional Certainty Grant funding remains unallocated and will be utilized to initiate direct services to begin fulfilling Prevention Plan strategies.



## Assurances

### EBP Fidelity Oversight

The County will include terms in its contract agreements to ensure fidelity to any practice model funded through FFPSA funds. FY&C will meet with the contracted entity quarterly to review fidelity measurements, equitable access, acknowledge successes and discuss barriers. In addition, most of the EBPs identified in the State plan require a purveyor that trains, certifies, and oversees fidelity measurements for a period of time, ensuring fidelity. For example, FY&C is currently contracting with True to Life Children Services for a pilot program to provide Functional Family Therapy, one of the ten EBPs in the State plan. The Functional Family Therapy purveyor uses Clinical Services System (CSS) database to collect data and has ongoing and regular oversight to ensure fidelity to the model. In addition, the Department will work with the contracted agency the State hires to oversee fidelity.

**ASSURANCE:** Model Fidelity for Evidence-Based Programs and Continuous Quality Improvement In accordance with section 471 (e) (5) (B) (iii) (II) of the federal Social Security Act and California WIC Sections 16587(d)(10) and 16587(d)(11)(A), Sonoma County Family, Youth & Children's Services assures that services provided in the CPP will be continuously monitored to ensure fidelity to the practice model, to determine the outcomes achieved, and to refine and improve practices based upon information learned, using a continuous quality improvement framework, developed in accordance with instructions issued by the CDSS. The agency agrees to participate in state level fidelity oversight, data collection, evaluation, and coordination to determine the effectiveness of a service provided under the FFPS program.

### Ongoing Safety and Risk Assessment

FY&C will continue to utilize the Structured Decision-Making (SDM) tool to assess for safety and risk. As part of our community pathway, FY&C will require that child safety and risk assessments be completed at designated times for families that will be referred to services under FFPSA. These will be completed by contracted providers, and will be outlined in the contract. Currently we are awaiting guidance from the State as to what tools can be used by community pathways to determine candidacy and monitor safety and risk.

**ASSURANCE:** Child Safety Monitoring In accordance with section 471(e)(5)(B)(ii) of the federal Social Security Act and California WIC sections 16587(d)(7)-(8), Sonoma County Family, Youth & Children's Services assures it will provide oversight and monitoring of the safety of children who receive services under the FFPS Program, including oversight and monitoring of periodic risk assessments throughout the period of service delivery. The agency further assures it will monitor and oversee the safety of children and periodic risk assessments for children who receive FFPS program services through its contracted community-based organizations. If the local child welfare and/or probation agency determines the child's risk of entering foster care remains high despite the provision of the services, the agency assures that it will re-examine the child's prevention plan during the 12-month period. In the case of an Indian child, the agency assures the assessments, and any re-examination of the prevention plan will be conducted in partnership with the Indian child's Tribe. This includes assurance that all staff and others involved in safety planning are aware of, trained in and understand the Indian Child Welfare Act and Cal-ICWA.

## **Additional Assurances**

### **Title IV-E Prevention Program Reporting**

In accordance with section 471(e)(5)(B)(x) of the federal Social Security Act and California WIC Section 16587(d)(9), Sonoma County Family, Youth & Children's Services is providing this assurance, consistent with the local CPP and the California Title IV-E Prevention Services State Plan, to collect and report to the CDSS information and data required for the FFPS Program, including all information and data necessary for federal financial participation, federal reporting, to determine program outcomes, and to evaluate the services provided. This includes, but is not limited to, child-specific information and expenditure data.

### **Child Safety Monitoring**

In accordance with section 471(e)(5)(B)(ii) of the federal Social Security Act and California WIC sections 16587(d)(7)-(8), Sonoma County Family, Youth & Children's Services assures it will provide oversight and monitoring of the safety of children who receive services under the FFPS Program, including oversight and monitoring of periodic risk assessments throughout the period of service delivery. The agency further assures it will monitor and oversee the safety of children and periodic risk assessments for children who receive FFPS program services through its contracted

community-based organizations. If the local child welfare and/or probation agency determines the child's risk of entering foster care remains high despite the provision of the services, the agency assures that it will re-examine the child's prevention plan during the 12-month period. In the case of an Indian child, the agency assures the assessments, and any re-examination of the prevention plan will be conducted in partnership with the Indian child's Tribe. This includes assurance that all staff and other involved in safety monitoring are aware of, trained in and understand the Indian Child Welfare Act and Cal-ICWA.

### **Workforce Development and Training**

In accordance with section 471(e)(5)(B)(viii) of the federal Social Security Act, Sonoma County Family, Youth & Children's Services assures it will adhere to the FFPS training plan as outlined in the California Title IV-E Prevention Services State Plan, and ensure caseworkers within both the All County Letter No. 23-23 (p. 8) community and Title IV-E agency pathways under the FFPS program are supported and trained in assessing what children and their families need, connecting to the families they serve, accessing and delivering the needed trauma-informed and evidence-based services, overseeing and evaluating the continuing appropriateness of the services, and all other foundational requirements, including but not limited to, understanding how the requirements of the federal Indian Child Welfare Act (ICWA) and implementing state laws intersect with prevention services provided through the community based and Title IV-E agency pathways.

### **Trauma-Informed Service Delivery**

Sonoma County Family, Youth & Children's Services assures that in accordance with section 471(e)(4)(B) of the federal Social Security Act and California WIC Section 16587(d)(6), each service in the CPP provided to or on behalf of a child will be provided under an organizational structure and treatment framework that involves understanding, recognizing, and responding to the effects of all types of trauma, including historical and multigenerational trauma, and in accordance with recognized principles of a trauma-informed approach and trauma-specific interventions to address trauma's consequences and facilitate healing.

### **Model Fidelity for Evidence-Based Programs and Continuous Quality Improvement**

In accordance with section 471(e)(5)(B)(iii)(II) of the federal Social Security Act and California WIC Sections 16587(d)(10) and 16587(d)(11)(A), Sonoma County Family,

Youth & Children's Services assures that services provided in the CPP will be continuously monitored to ensure fidelity to the practice model, to determine the outcomes achieved, and to refine and improve practices based upon information learned, using a continuous quality improvement framework, developed in accordance with instructions issued by the CDSS. The agency agrees to participate in state level fidelity oversight, data collection, evaluation, and coordination to determine the effectiveness of a service provided under the FFPS program. This includes collaboration with Tribes to ensure improved outcomes for Indian children.

### **Equitable and Culturally Responsive Services and Supports**

In accordance with the Governor's Executive Order N-16-22, and consistent with California Five Year Prevention Services State Plan, Sonoma County Family, Youth & Children's Services assures that the implementation of interventions, services and supports should be equitable, culturally responsive and targeted to address disproportionality and disparities experienced by black, indigenous, and people of color, as well as lesbian, gay, bisexual, transgender, and queer children and youth.

### **Coordination with Local Mental Health**

In accordance with section 471(e)(10)(C) of the federal Social Security Act and California WIC Section 16588(f)(3), SONOMA COUNTY FAMILY, YOUTH AND CHILDREN SERVICES assures the agency will establish a joint written protocol, based on the model developed by the CDSS and Department of Health Care Services for use among the child welfare agency, probation department, behavioral health agency, and other appropriate entities to determine which program is responsible for payment, in part or whole, for a prevention service provided on behalf of an eligible child.

*Donna Broadbent*

Date Aug 7, 2023

Donna Broadbent, Division Director of Family, Youth and Children Services

*Brad Michnevich*

Date Aug 7, 2023

Brad Michnevich, Deputy Chief Probation Officer-Juvenile Division

## Conclusion

Sonoma County Family, Youth and Children's Services is proud to partner with our community on this monumental shift in values and practice. We believe that the well-being of families and the well-being of the community are interrelated, and that being responsive to community needs will strengthen families and thereby strengthen the entire community. We believe that all families deserve to live in communities that are safe, healthy, and resilient and within which they are treated with dignity and respect. We are committed to supporting families to access needed resources, supports, and services in order to safely maintain their children in their care.

We recognize and support Tribal sovereignty. We respect, understand, and appreciate the government to government relationships we have with Tribes and recognize those relationships as essential to best supporting and serving our shared citizens. We recognize Tribes as equal partners in this work, and we will continue to strive to listen to, hear and value the unique and expansive knowledge they bring both to the work and to the community at large.

Sonoma County values the work of racial equity, diversity, and inclusion. Our vision is to implement anti-racist techniques uniformly such that BIPOC families have equitable outcomes to their white counterparts. We will strive to cease and amend the many harms done to communities of color by government agencies. We will do this through transparency, partnering, listening to, and acting on concerns raised by these communities. We recognize that this type of reparative work requires consistent efforts, demonstrated over time, when it is easy, and especially when it is hard. We are committed to this work and are prepared to demonstrate that commitment, not simply in words, but also in consistent actions over time.

We value the hard work and loving spirit our employees bring to this work with our community every day. We will strive to ensure that employees have the resources they need to do the best possible work, and that they feel a sense of inclusion, value and shared sense of ownership and purpose in the work they do on behalf of the community.

We recognize that this is a big lift, but we believe Sonoma County is ready to make these changes with an open heart and humble spirit. Together, with our community, we can make this vision a reality.

# Appendix

## Glossary of Terms

- ARPA = American Rescue Plan Act
- BIPOC = Black, Indigenous, People of Color
- BOS = Board of Supervisors
- CAP = Child Abuse Prevention
- CPP = Comprehensive Prevention Plan
- CDSS = California Dept of Social Services
- DEI = Diversity, Equity & Inclusion
- FFPSA = Family First Prevention Services Act
- FY&C = Family, Youth & Children's Services
- ICPM = Integrated Core Practice Model
- JPD = Juvenile Probation Division
- PPLT = Prevention Planning Leadership Team
- SCOE = Sonoma County Office of Education
- SELPA = Special Education Local Plan Areas
- SUD = Substance Use Disorder
- UBI = Universal Basic Income

## Prevention Planning Leadership Team Roster

Name	Role/Affiliation	Email
Alison Whitemore	Federated Indians of Graton Rancheria	<a href="mailto:awhitemore@gratonrancheria.com">awhitemore@gratonrancheria.com</a>
Angel Burdick	YEP Youth Ambassador	<a href="mailto:angelsonomayep@gmail.com">angelsonomayep@gmail.com</a>
Angie Dillon-Shore	Director, First 5 Sonoma County	<a href="mailto:adillonshore@first5sonomacounty.org">adillonshore@first5sonomacounty.org</a>
Anne Barron	Notetaker/Coordinator, CPI	<a href="mailto:anneb@calparents.org">anneb@calparents.org</a>
Brad Michnevich	Probation Deputy Chief	<a href="mailto:Brad.Michnevich@sonoma-county.org">Brad.Michnevich@sonoma-county.org</a>
Briana Downey	Section Manager, FY&C	<a href="mailto:bdowney@schsc.org">bdowney@schsc.org</a>
Bridget Beck	Deputy Probation Officer	<a href="mailto:Bridget.beck@sonoma-county.org">Bridget.beck@sonoma-county.org</a>
Charity Doronila	Section Manager, FY&C	<a href="mailto:doronc@schsd.org">doronc@schsd.org</a>
Christine Slaymaker	Head Start	<a href="mailto:cslaymaker@capsonoma.org">cslaymaker@capsonoma.org</a>
Dana Swilley	Sonoma Connect	<a href="mailto:Dswilley@sonomaconnect.org">Dswilley@sonomaconnect.org</a>
Deborah L. Reece	Attorney at Law (DV)	<a href="mailto:Reece@perrylaw.net">Reece@perrylaw.net</a>
Debra Sanders	Foster Care Liaison, SCOE	<a href="mailto:dsanders@scoe.org">dsanders@scoe.org</a>
Delashay Benson	Representative, BLM	<a href="mailto:carmonabenson@gmail.com">carmonabenson@gmail.com</a>
Dominic Uyeda	PPEA, FY&C	<a href="mailto:duyeda@schsd.org">duyeda@schsd.org</a>
Donna Broadbent	Director, FY&C	<a href="mailto:dbroadbent@schsd.org">dbroadbent@schsd.org</a>
Hailey Ferroni	Indian Child & Family Preservation Program	<a href="mailto:hailey@icfpp.net">hailey@icfpp.net</a>
Heloisa Heinen	CASA of Sonoma, Exec Director	<a href="mailto:heloisaheinen@sonomacasa.org">heloisaheinen@sonomacasa.org</a>
Jan Cobaleda-Kegler	Director Behavioral Health	<a href="mailto:Jan.cobaleda-kegler@sonoma-county.org">Jan.cobaleda-kegler@sonoma-county.org</a>
Jo McKay	Section Manager, FY&C	<a href="mailto:mckayj@schsd.org">mckayj@schsd.org</a>

Name	Role/Affiliation	Email
Joanne Willis Newton	Attorney / Tribal Law Expert for Indian Child & Family Preservation Program	<a href="mailto:jwn@willisnewtonlaw.com">jwn@willisnewtonlaw.com</a>
Jody Rodgers	Parent Mentor, CPI	<a href="mailto:jodyr@calparents.org">jodyr@calparents.org</a>
Joni Thacher	Program Planning Evaluation Analyst, UpStream Investments	<a href="mailto:jthacher@schsd.org">jthacher@schsd.org</a>
Justine Arenander	Program Planning Evaluation Analyst, FY&C	<a href="mailto:jarenander@schsd.org">jarenander@schsd.org</a>
Karin Sellite	Section Manager, Sonoma County Behavior Health	<a href="mailto:Karin.Sellite@sonoma-county.org">Karin.Sellite@sonoma-county.org</a>
Kelvina Landriani	ICWA Representative, Federated Indians of Graton Rancheria	<a href="mailto:klandriani@gratonrancheria.com">klandriani@gratonrancheria.com</a>
Kris Hoyer	Director, Juvenile Probation	<a href="mailto:kris.hoyer@sonoma-county.org">kris.hoyer@sonoma-county.org</a>
Lara Walker Sproul	ICWA Representative, Federated Indians of Graton Rancheria	<a href="mailto:lwalker@gratonrancheria.com">lwalker@gratonrancheria.com</a>
Leslie Ann Hay	Facilitator, Hay Consulting	<a href="mailto:leslieann@hayconsulting.org">leslieann@hayconsulting.org</a>
Lizbeth Perez	Community Development Specialist	<a href="mailto:lperez@lafamiliasana.org">lperez@lafamiliasana.org</a>
Liz Elgin DeRouen	Executive Director, Indian Child & Family Preservation Program and representative for the following Tribes: <ul style="list-style-type: none"> <li>• Kashia Band of Pomo Indians of Stewart Point Rancheria</li> <li>• Lytton Rancheria</li> <li>• Dry Creek Rancheria Band of Pomo Indians</li> <li>• Cloverdale Rancheria of Pomo Indians</li> </ul>	<a href="mailto:liz@icfpp.net">liz@icfpp.net</a>
Maureen Geary	Attorney (Maier Pfeffer Kim Geary & Cohen LLP) / Tribal law expert for Federated Indians of Graton Rancheria	<a href="mailto:mgeary@jmandmplaw.com">mgeary@jmandmplaw.com</a>
Matt Defer	Attorney, Dependency Legal Services	<a href="mailto:deferm@dependencyls.com">deferm@dependencyls.com</a>
Melissa Struzzo	Section Manager, SUD Treatment	<a href="mailto:Melissa.struzzo@sonoma-county.org">Melissa.struzzo@sonoma-county.org</a>
Rachelle Lynch	Social Work Supervisor, FY&C	<a href="mailto:rlynch@schsd.org">rlynch@schsd.org</a>
Regina de Melo	Program Development Mgr, FY&C	<a href="mailto:rdemelo@schsd.org">rdemelo@schsd.org</a>
Robin Bowen	Executive Director, CPI	<a href="mailto:robinb@calparents.org">robinb@calparents.org</a>
Robyn Robbins	Advocate, Former Foster Parent, Mentor	<a href="mailto:robynrobbins@hotmail.com">robynrobbins@hotmail.com</a>
Sabrina Johnson	Prevention Manager, FY&C	<a href="mailto:scoblejohnson@schsd.org">scoblejohnson@schsd.org</a>
Saskia Garcia	Sonoma Connect	<a href="mailto:sgarcia@sonomaconnect.org">sgarcia@sonomaconnect.org</a>

Name	Role/Affiliation	Email
Save Gasaiwai	Sonoma County Human Services Program Planning Evaluation Analyst, PREE	<a href="mailto:sgasaiwai@schsd.org">sgasaiwai@schsd.org</a>
Segretta Woodard	Representative, NAACP	<a href="mailto:segrettaw@gmail.com">segrettaw@gmail.com</a>
Shadee Laines	Sonoma Co. Indian Health Project	<a href="mailto:Shadee.laines@scihp.org">Shadee.laines@scihp.org</a>
Shannon Cavanaugh	Parent Mentor, CPI	<a href="mailto:shannonc@calparents.org">shannonc@calparents.org</a>
Toni Abraham	Catholic Charities of Santa Rosa	<a href="mailto:tlabraham@srcharities.org">tlabraham@srcharities.org</a>

**Infographic**

**Needs Assessment Report by Indigo Team**

**Assets by Protective Factors**

**Assets by Social Determinants of Health**





# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Coursey

**Date:** 4/4/2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

**Request Title:**

Council on Aging funding request for position of the Elder Advocate & Elder Legal Services

**What will the funds be used for and why it is needed?**

- **Elder Advocate:** Council on Aging's Elder Advocate plays a pivotal role in providing advocacy and case management services to between 400-500 senior clients annually who have been victims of various forms of abuse. These services encompass crisis intervention, safety planning, assistance with legal processes, accessing support networks, and facilitating other necessary services.
- **Elder Legal Services:** Provides legal assistance in obtaining restraining orders, handling housing-related legal matters, collaborating with the Elder Advocate from Council on Aging, and offering ongoing case consultation with Adult Protective Services for the Home Safe program.

**What Strategic Plan does this request directly support?**

Housing and Equity

**What is the amount of the one-time funding request?**

\$300,000

**What department will be responsible for implementing this item?**

TBD

**Does this funding request leverage additional funding?**

TBD

**Requestor Contact Information:**

Marriane McBride

COA President & CEO

[mmcbride@councilonaging.com](mailto:mmcbride@councilonaging.com)

707-525-0143 x111

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-11**

**Description of Request:**

Council on Aging request to fund an elder advocate position and additional elder legal services through Legal Aid.

**Staff Response:**

- The VOCA funding previously used to pay for the legal advocate position through Council on Aging came to an end, as did the funding from APS Home Safe that paid for Legal Aid services. HSD did extend one-time funding to Legal Aid in the amount of \$63,000 for additional legal services for older adults.
- Because the previous funding streams that supported these services have been discontinued, there is no ongoing revenue in HSD to sustain a legal advocate position or the additional legal services.
- The services provided by both organizations were helpful: the elder advocate provided resource connection for victims of abuse beyond what HSD can do, and the legal services helped keep people from losing their housing.

**As written this request falls outside of standard County procurement policy and does not align with contracting principles outlined by safety net departments at the request of the Board.**

The purpose of the contracting principles is to reaffirm the County's commitment to conducting fair, open, and competitive procurements for key safety net programs and services.

**An alternative, should the Board wish to provide funding for services beyond those currently offered by the County, would be to provide an allocation to the Human Services Department with which they could conduct a competitive procurement contract for provision of these services.**



Sean -  
 Let's move the request forward.  
 Keep an ear out for second  
 sponsor  
 CC

April 2024

Dear Honorable Members of the Board of Supervisors,

We are writing to bring to your attention a critical initiative aimed at providing support and protection to our vulnerable elder population facing abuse and the threat of homelessness in Sonoma County. For over fourteen years, Council on Aging and Legal Aid have collaborated tirelessly to offer essential services to safeguard older adults from abuse, neglect, and housing insecurity. To date, the direct services provided by Council on Aging and Legal Aid have been funded by Department of Justice and VOCA (Victims of Crime Act) grants. Unfortunately, these grants are now coming to an end, presenting a significant challenge that threatens to undermine the continuity of these vital services for 28% of the population. As searches for potential replacement funding have proved unsuccessful, we believe the Board of Supervisors will agree these are critical services for Sonoma County.

We respectfully urge the Board of Supervisors to consider an annual funding allocation of \$300,000 to ensure the uninterrupted provision of services by the Council on Aging and Legal Aid. This funding will not only sustain our organizations but also bolster the critical support systems relied upon by Adult Protective Services, the District Attorney's office, and law enforcement agencies.

Council on Aging's Role (\$100,000 annually): Council on Aging's Elder Advocate plays a pivotal role in providing advocacy and case management services to between 400-500 senior clients annually who have been victims of various forms of abuse. These services encompass crisis intervention, safety planning, assistance with legal processes, accessing support networks, and facilitating necessary services to stabilize seniors' lives. Much of the success of the Elder Advocate role is due to the close relationship she has with APS, law enforcement and the District Attorney's office, strategizing the best way to move forward while working directly with the victim, assisting with crisis and/or family intervention and coordinating communications with law enforcement and the judicial system.

With the discontinuation of funding, Senior Advocacy also lost the Coordinator position for the Elder Justice Coalition. Although they will not be rehiring that position, to fill the void and ensure continuation of the inclusive service, Council on Aging will conduct annual Elder Abuse Awareness training for law enforcement personnel and are willing to host the monthly Multi-Disciplinary Team meetings led by Adult Protective Services.

Legal Aid's Role (\$200,000 annually): Legal Aid provides crucial legal support to elder abuse victims and seniors at risk of homelessness, handling a myriad of housing and legal issues. This includes providing legal assistance in obtaining restraining orders, handling housing-related legal matters, collaborating with the Elder Advocate from Council on Aging, and offering ongoing case consultation with Adult Protective Services for the Home Safe program.

Legal Aid provides two Elder Law Attorneys to support both victims of elder abuse and seniors at risk of homelessness. In the last year Legal Aid helped 91 seniors with eviction prevention and homeless prevention services (66 housing cases) and helped 173 seniors with safety related legal issues, including elder abuse protective orders. In home services and county-wide outreach efforts ensured that over 200 seniors who might not be able to come to the Santa Rosa office still received the help they needed (52 cases in Petaluma, 58 in Rohnert Park, 57 in Sonoma, 43 in Sebastopol).

For the Home Safe program run by Adult Protective Services, the Legal Aid Elder Law Attorney receives referrals from APS and provides legal support services to elder and dependent adults who are homeless or at risk of homelessness. They provide legal assistance and advocacy to clients regarding all matters related to housing stabilization including evictions defense, Section 8 matters, mobile home park issues, and habitability concerns regarding client's residence. Additionally, Legal Aid provides other legal advice and/or counsel in such areas as elder abuse, public benefits assistance, or debtor/ creditor assistance when these issues may affect the client's housing stability. Lastly Legal Aid provides on-going case consultation with the APS Home Safe social worker, social work assistant, supervisor, and/or program manager.

Stories of individuals who have benefited from our joint services underscore the profound impact of our work and emphasize the imperative need for continued support. Without sustainable funding, there will be a significant void in the provision of essential services to our elderly population, leaving them exposed to abuse, neglect, and homelessness.

In conclusion, we implore the Board of Supervisors to recognize the urgency of this funding request and act decisively to ensure the well-being and safety of our older adults. Your investment in this initiative will not only preserve dignity and security for our seniors but also uphold the values of compassion and justice that define our community.

Thank you for your consideration of this vital matter. We remain at your disposal to provide any further information or address any questions you may have.

Marriane McBride  
President and CEO  
Council on Aging Services for Seniors

Ronit Rubinoff  
Executive Director  
Legal Aid of Sonoma County



## Client Stories

Client is a 65 year old woman who at the time of initial contact with the Elder Advocate lived with her daughter and son-in-law. Client and daughter, who is the abuser, worked at the same care home where daughter was also client's supervisor. Multiple assaults in the home were unprovoked with the final assault involving the daughter hitting the client in the back of the head with a full wine bottle. Client sustained head, neck and shoulder injuries including a concussion.

Client was not willing to complete a police report or seek medical care due to her living arrangements and work being dependent on daughter. Client fled the home she shared with her daughter/abuser seeking services at the Family Justice Center where she was referred to the Elder Advocate. At that point the client was homeless and the victim of a crime making her eligible for the services of the District Attorney's Homeless Outreach Team, located at the FJC. Through H.O.T. she received multiple nights in a motel, gift cards for food, gas and clothing as the Elder Advocate worked with her for new housing and employment options along with safety planning.

The Elder Advocate encouraged client to seek medical attention due to the severity of the assault which resulted in the concussion being diagnosed. The next step was to assist client in finding housing options and referral to other county non-profit housing agencies to stabilize the client's living situation away from the abuser although the work environment remained stressful as daughter/abuser retaliated against the client at work. The Elder Advocate was then able to support and assist client in seeking new employment which included referral to training programs in nursing assistant or home health aide through which the client would be able to find new work and when the training program was completed have certification in either area.

Client is a 69 year old woman living with her 43 year old dependent adult son, for whom she is the primary care provider. Both the client and her son had been victims of abuse and were eligible for the services provided by the Elder Advocate. Both client and her son Native American. Client's family are tribal elders who continued to threaten her and her son's safety. Client fled Lake County where she was the victim of physical assault by her employer and raped by her cousin. The client and son accessed the Family Justice Center where they were referred to the Elder Advocate. Client was seeking safety, stability and housing to support both she and her son going forward. Since the client and her son were homeless and victims of a crime the Elder Advocate was able to provide additional assistance through the District Attorney's Homeless Outreach Team.

The Elder Advocate was able to assist them in finding stable housing, gift cards for food, some furnishings for their new housing, enrollment in the Safe at Home program through the State of California, which kept their address confidential, veterinary services for their emotional support animal and referral to other Family Justice Center partners for additional supportive services.



# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Supervisor James Gore

**Date:** 4/4/2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

**Request Title:**

Community Emergency Response Team (CERT): Northern Sonoma County Capacity Building

**What will the funds be used for and why it is needed?**

Northern Sonoma County capacity building, response resiliency, Equipment/Supplies, and expanded CERT bilingual trainings. During a disaster, and specifically during long-term disasters such as earthquakes, mass casualty events, fires, floods, and heat waves, there are not enough first responders to help everyone at once.

CERT fills the gaps so first responders can focus on mitigating lifesaving emergencies. **More capacity for “Advanced CERT trainings” results in expanded deployment capacity for volunteers trained in:** Incident Command Structure, CPR/AED, Evacuation Traffic Control, Emergency Shelter set-up and Mgmt, Emergency Radio Communications and Bilingual Communications, and Advanced First Aid and Life Support. CERT volunteers work under the ICS direction of First Responders.

**What Strategic Plan does this request directly support?**

Climate Action and Resiliency, Healthy and Safe Communities, Racial Equity and Social Justice

**What is the amount of the one-time funding request?**

\$302,973

**What department will be responsible for implementing this item?**

Department of Emergency Management

**Does this funding request leverage additional funding?**

Yes. CERT has leveraged more than \$7.6 million in resilience and vegetation management grants to date.



## STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-12

### Description of Request:

This request is to support the current capabilities of the [Northern Sonoma County CERT](#) (NSCoCERT) Program and to expand upon capabilities for the program for the northern county and as needed through mutual aid in other areas of the county. The NSCoCERT is a certified FEMA Citizen Corps Program with agency sponsorship by the Cloverdale Fire Protection District and Northern Sonoma County Fire District, a joint powers authority (JPA) and maintains administrative management.

The requested funding will support NSCoCERT's efforts to expand CERT courses with a third-party contractor, replace NSCoCERT assets, and build additional CERT medical capabilities in North County. Additionally, it will add administrative, legal support and additional liability insurance outside of the sponsoring fire protection district.

### Staff Response

Currently there are two CERT programs in unincorporated Sonoma County. Sonoma County Department of Emergency Management (DEM) was awarded a Community Development Block Grant (CDBG) following the 2017 Sonoma County Complex Fires. The mission of the of the CDBG grant is to create and develop a countywide CERT program. The \$500,000 grant also includes the development of the required training from the Federal Emergency Management Agency (FEMA). Training includes Incident Command System, Light Search and Rescue, Light Fire Suppression, Basic First Aid/medical operations, team organization/operations, and disaster psychology. Additionally, the grant will support the needed training equipment to be conducted in English and Spanish courses across the county.

Northern Sonoma County CERT (NSCoCERT) is a separate program sponsored and operated within the Cloverdale Fire Protection District and Northern Sonoma County Fire Protection District, and has opted not to participate in the Countywide program at the request of the NSCoCERT program manager. This request would fund equipment and staffing to enhance the NSCoCERT and would not impact the program in the remainder of the County.

Should the Board opt to fund this request, DEM would work with the Cloverdale Fire Protection District and Northern Sonoma County Fire District as agency sponsors along with Northern Sonoma County CERT on the feasibility and implementation plan through a MOU.

### *Additional References:*

*DEM program change requests for Board consideration include: \$192,120 ongoing for Community Preparedness; \$447,000 ongoing to finance needed Hazard Mitigation Plan updates and organize area wide recovery efforts; \$204,300 for Grants coordination and tracking for awards that benefit the Operational Area participants; and \$50,000 ongoing for advertising and outreach to execute annual community evacuation exercises.*

*On 2/27/24 the Board authorize the Director of Emergency Management to execute Professional Services Agreements with three (3) providers for as-needed emergency management assistance and training services, each Agreement being for a three (3) year term, with the option to extend for up to two (2) additional one (1) year periods.*

***On 4/30/24 the Board approved a \$25,000 General Fund Contingencies sponsorship towards the Northern Sonoma County CERT for the annual Wildfire & Earthquake Safety Expo held on May 19, 2024, at the Cloverdale Citrus Fairgrounds.***

<b>CERT Budget for 2024-25</b>				
<b>Qty.</b>	<b>Item</b>	<b>Explanation</b>	<b>One time Amount</b>	<b>Amount per year</b>
1	Replace dead lead-acid batteries in donated Incident Solar Trailer with Lithium-ion batteries	Dept of Public Infrastructure has the trailer but needs funding to replace batteries	\$72,000	
1	First Aid and Medical Examination Shed installed with water and electric	To be located at Citrus Fairgrounds Emergency Shelter - Exam equipment and supplies already donated	\$24,000	
1	Lease of F350 (or equivalent) Truck used for towing heavy trailers and to transport CERT equipment and supplies to incidents	One larger solar trailer cannot be towed by usual pickups, CERT has 5 trailers and lots of equipment to transport to an incident and one loaned truck	\$4,450	\$26,700
1	Standby batteries, charging units, battery testers and battery storage for radios and other electronics	Batteries for Radios, Manikins, WX alert Devices		\$250
100	Fingerprinting & Background Checks	To ensure volunteers can enter restricted areas for damage assessments and search & rescue		\$8,900
1	Accounting & Legal costs	\$1000 per month		\$12,000
1	Insurance - Liability, D&O and Volunteer Liability, Vehicle	300 volunteers - 1 year		\$5,800
1	Simulaid Trama Moulage Kit	For Disaster Simulations		\$940
4	Licensing & Upkeep of Trailers	Routine servicing, repairs, tires, lubrication of donated emergency trailers		\$1,400
4	Subcontract with Nuestro Comunidad for HS CERT and adult Instructors in addition to our volunteers	1 instructor for @ 2 High Schools (Cloverdale & Windsor) teaching 30 seniors and 1 bi-lingual instructor teaching 6 adult classes per year		\$37,200
1	Part time Administrator/Coordinator	20 hrs./wk for 52 weeks/yr. @\$50/hr.		\$52,000
1	Paper, toner, office supplies for training materials, announcements, signage	\$200 per month		\$2,400
6	Trainer recertifications	Red Cross AED/CPR; Advanced First Aid		\$534
1	1 yr subscription to OneCallNow	Alerting system to notify CERTs of activation		\$1,599
100	CERT Backpacks and Contents	CERT Backpacks and Contents for HS students & residents who cannot afford to pay for them; others pay \$78		\$7,800
1	Annual Fire & Earthquake Safety Expo	Support for public Outreach for Annual Fire & Earthquake Safety Expo		\$45,000
			\$100,450	\$202,523
		<b>Total for 2024-25</b>		<b>\$302,973</b>

# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Lynda Hopkins

**Date:** April 4, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

**Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.

### Request Title:

**Existing Regional Parks Revitalization and Deferred Maintenance (One Time Request)**

### What will the funds be used for and why it is needed?

Currently Sonoma County Regional Parks includes 59 parks and beaches from Petaluma to Gualala and Sonoma to Bodega Bay. Many offer wild landscapes and miles of trails. Others feature sports fields, playgrounds, and campgrounds. Regional Parks also manages the county's largest ocean marina and largest extracurricular environmental education center. While funding for new projects and builds is comparatively more frequently available, funding for much needed upgrades to existing and aging infrastructure is increasingly more difficult to secure. Numerous parks across Sonoma County need updated playgrounds, sports facilities, signage and other long-overdue maintenance. These investments in revitalizing existing parks will provide vibrant hubs that cater to the diverse needs of the community, making improvements that ensure everyone, regardless of age or ability, can enjoy the beauty of nature nearby in their own neighborhood.

General Fund funding is an appropriate funding source for this need as Regional Parks has facilities in need of major maintenance and revitalization in all five Districts. Examples include the Ragle Ranch Soccer Fields (D5), Schopflin Fields Pedestrian and Bike Path (D4), Joe Rodota fencing and shoulder work (D3), Helen Putnam Bike Path (D2), and Spring Lake Bike Path (D1).

### What Strategic Plan does this request directly support?

This request directly supports the Resilient Infrastructure Pillar of the Strategic Plan which states, "Our aging infrastructure requires rehabilitation, replacement, and ongoing investments to enhance services to the community."

### What is the amount of the one-time funding request?

\$1.5 million

### What department will be responsible for implementing this item?

Sonoma County Regional Parks would be the appropriate department for implementation.

### Does this funding request leverage additional funding?

This funding request leverages the ongoing budget of Sonoma County Regional Parks and will provide a one time inflow of funding to mitigate long term deficits in maintenance and repair.

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-13****Description of Request:**

\$1.5M in funding for regional parks infrastructure repairs and other projects that improve facilities while reducing ongoing costs to maintain facilities.

**Staff Response**

The following maintenance projects have been identified as high priority. If funding is approved, the funds would supplement the annual Department budget for major maintenance projects. The supplemental funding would allow the projects listed below to be completed likely in FY 2024-25, with the possible exception of Ragle Ranch Soccer Fields renovations, which may extend into FY 2025-26.

<b>Park</b>	<b>Improvement</b>	<b>Contribution</b>
Shaw Park	Replace picnic tables, new shade structure and playground updates	\$150,000
Spring Lake	Shady Oaks group picnic area retaining wall replacement	\$150,000
Helen Putnam	Bike path pavement slurry seal	\$250,000
Helen Putnam	Maintenance yard roof	\$50,000
Joe Rodota	Fencing and additional boulder installations	\$300,000
Tom Schopflin Fields	Paving for existing gravel parking lot	\$300,000
Ragle Ranch	Soccer field renovations	\$300,000
		<b>\$1,500,000</b>

Several items listed in this request are part of Regional Parks' 5-year capital project plan but are still 1-2 years away from receiving funding and commencing. Each year, the Maintenance Division budgets \$300,000-\$500,000 for maintenance projects. Measure M is the primary funding source for these maintenance and deferred maintenance projects, as well as other significant expenses such as acquisitions, major construction projects and salaries and benefits. The funding requested in this Board Budget Request will expedite the construction, replacement, and repair of the initiatives listed above, ultimately reducing total costs as projected expenses continue to rise due to inflation and ongoing degradation. This year, \$435,000 was allocated for projects not included in this request. Current planned projects include the Arnold Field irrigation system, Helen Putnam carport, Doran entry station, Gualala pipe upgrade, and Stillwater water system, among others.

# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Susan Gorin and Lynda Hopkins

**Date:** March 22, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

### **Request Title:**

Funding allocation for Regional Sonoma County Services Centers (RSCSC) (ongoing)

### **What will the funds be used for and why it is needed?**

Though the concept of bringing County services to communities far removed from the county seat in Santa Rosa is not a new one, the idea of setting up a Regional Sonoma County Services Center (RSCSC) took shape through the Board discussions around the new County Center building beginning in 2022. Over the past few years, efforts have begun in earnest to set up Regional Services Centers, first in Guerneville, then in Sonoma. The process has been a learning experience, and it is clear that proactive planning for the funding of cross departmental needs would have made the experience smoother. This request asks the County to consider setting aside funding for future unanticipated needs that are not “owned” by a single department, and thus, unbudgeted. Having a dedicated fund for RSCSCs which could supplement departmental investments in these satellite services centers would streamline the establishment of such centers, and allow funding to be available to cover unanticipated, necessary improvements.

Examples of uses for this funding that may come up in the course of setting up an RSCSC are below for illustrative purposes. Though many of these examples come from the direct experience of setting up the East Sonoma County Services Center (ESCSC) and West Sonoma County Services Center (WSCSC), they are applicable to RSCSCs that may be set up in the future, or expansions of existing RSCSC’s:

- **Workstation set up:** At the ESCSC and WSCSC, there is a desire to set up hoteling workstations, where employees from other departments could work temporarily, that would be on the County network. As hoteling stations are cross departmental and their use may shift over time, including use by community partners, funding them should not be the responsibility of one department.
- **Furniture and technology for cross departmental/community spaces:** In a multidepartmental RSCSC, participating departments may all want to use one resource, such as meeting/conference rooms and printers. Nonparticipating departments may also want to use these spaces for community outreach planned for the geographic area where the RSCSC is located. Further, there may be a desire for community groups utilize these spaces (with a sponsoring department) if meeting rooms are scarce in the geographic region.
- **Safety assessments and tenant improvements:** Leased or newly purchased buildings may not be up to county standards related to worker safety and comfort. Lighting, drop boxes for forms,

security needs, prox card readers, emergency planning, door buzzers, and adequate employee break spaces are some examples that have come up.

- **Staffing** – cross departmental reception, navigation, and community engagement duties: RSCSCs require front desk support and general navigation for walk-in visitors. This could, at a minimum, look like a **navigator/receptionist** who is able to schedule appointments, maintain a waitlist, respond to telephone calls, and assist walk in clients while district or departmental staff meet with residents. Preferably, this person would be bilingual and would be able to research and respond to verbal inquiries and help solve resident concerns by working with and making referrals to relevant County departments and other entities, as well as referring out to local CBOs as needed. This role could also be expanded to also include community engagement and DEI work, where this person would act as a presence representing the County in the community, schedule and facilitate community meetings held at the satellite office, provide assistance to neighborhood and other interest groups, and keep track of interdepartmental DEI initiatives. This position could be filled by a member of the Board of Supervisors staff, at a Field Representative level, as one option if that works for a specific RSCSC. Each region may have different needs depending on the community and the particularities of the RSCSC building, and it would be critical to consult with participating departments, the District team, and the broader community to determine the best fit for each individual RSCSC.
- **Staffing – building management/office supervisor:** In a multidepartment RSCSC, where departments keep different hours and serve clients differently (appointment only, walk in assistance, drop-in hours, etc.) there is a need for one person who is designated to be the contact person for the building, hold safety plans, master keys, take care of ordering of shared supplies, distribute incoming mail, etc. This could be an Office Support Supervisor, Admin Aide, or other existing job class.
- **Shared and public supply replenishment:** As public buildings, RSCSCs need to be able to replenish restroom and shared breakroom supplies.
- **Building maintenance and upkeep:** The WSCSC building was purchased by the County in 2022; there may be a need to utilize funding to address building maintenance and upkeep costs as they arise. Both the South Sonoma County Services Center (SSCSC) and ESCSC are currently leased buildings.
- Temporary supplementing of departmental investments in staffing as needed for specific direct services that are in high demand (eligibility workers, for example).

### **Background**

Beginning with the South County Regional Services Center, operated by the Human Services Department, the County has embarked on an innovative model of bringing supportive services directly to geographically dispersed populations. This is a positive development, as it creates more equitable opportunity for residents who encounter multiple barriers to traveling into Santa Rosa to access services, such as lack of transportation/poor public transportation, childcare issues, expenses incurred traveling long distances, difficulty with appointment times, etc. These barriers are more often experienced by the residents most in need of services who are likely to be economically disadvantaged—those with language barriers, working multiple jobs, lacking reliable transportation, or with caregiving responsibilities.

In 2022, the Board approved the purchase of the Bank of America building in Guerneville to create the WSCSC, which opened March 2<sup>nd</sup>, 2024 and is currently utilized by DHS and District 5 staff at least 4 days a week. HSD will be occupying the facility by Fall of 2024. In 2023, the Board approved a lease on the

Lomita Building at 19080 Lomita Ave in the Springs area of Sonoma to create the ESCSC, which is utilized by HSD, DHS, WIC, Child Support, and District 1 staff. The ESCSC is currently operating by appointment or drop-in hours, depending on the department, with staff occupying the building on a rotating basis depending on department and community needs.

WSCSC and ESCSC have some relevant differences, but also many similarities. Both the WSCSC and ESCSC are located in areas where residents without access to a car would need at least an hour and a half via public transit to get to the main County Campus. Both are located in areas where inclement weather or disasters like fires and floods can, and have, cut off access from the County seat, and the services available in Santa Rosa. Both are in areas with high unmet needs, called out specifically in the Portrait of Sonoma, Countywide Assessment of Fair Housing, and other similar documents.

The WSCSC is located in Guerneville, an economically challenged community in an area that is severely rent burdened. According to a 2019 Countywide Assessment of Fair Housing, Guerneville/Rio Nido has a median income that is significantly lower than the rest of Sonoma County (\$52,000/yr vs. \$72,000/yr), and the unemployment rate is two times that of the rest of the county at 7.1% in 2019. Surrounding unincorporated communities, including Jenner and Cazadero where the Human Development Index score decrease was the largest in the County (down 1.24 points) according to the 2022 Portrait of Sonoma, are disconnected from services and supports in Santa Rosa. Service resistant homelessness is a top issue.

The Springs, where the ESCSC is located, is the largest (by population) contiguous 'urban' unincorporated community in the county. By estimates provided by the CAO staff, the Springs (which combines the communities of Agua Caliente, Fetters Hot Springs, Boyes Hot Springs and El Verano) has about 17,000 residents. It is also directly adjacent to the City of Sonoma to the southeast, sharing a long border that is indistinguishable without looking at a map, except by the stark contrast in the quality of the infrastructure between unincorporated and incorporated, and the demographics of the populations living there. Though the First District as a whole is older, wealthier, and has higher educational attainment than other districts, residents of the Springs are more likely to live in poverty, have lower educational attainment, are younger, have larger families, and speak Spanish or indigenous languages. According to the 2019 Assessment of Fair Housing, the Fetters Springs census tract in the heart of the Springs is 69% Latino, with the median income significantly lower than the rest of Sonoma County (\$49,000/yr vs. \$72,000/yr). Residents here are also very likely to encounter the barriers to travel into Santa Rosa discussed previously in this request, and thus struggle to access services for which they are eligible.

Though the South County Regional Services Center is currently operated by two departments (Human Services and Health Services), it is possible this could shift as the RSCSC model continues to prove viable. If a need was identified for additional departments to be present in the community, either through any common spaces for community outreach activities, or actual work/hoteling spaces, this funding could be used for any necessary improvements to the building to allow these uses.

If a RSCSC is eventually set up in far north county (Cloverdale, Geyserville, or Healdsburg), this funding could be used for these types of start up and ongoing costs associated with the future North Sonoma County Services Center (NSCSC).

#### **What Strategic Plan does this request directly support?**

Organizational Excellence; Racial Equity and Social Justice; Healthy and Safe Communities



**What is the amount of the one-time funding request?**

\$700,000, combination of one time and ongoing uses. This budget request is asking the Board to consider setting aside an amount of money on an annual basis to have an established fund for RSCSCs.

The dollar amount can be adjusted upwards or downwards based on Board direction. Some sample costs are laid out below, with notes as to whether they are one time or ongoing. Note these are estimates only, and items that are one time asks could be repeated in a future year at a different RSCSC:

Workstation: \$6k per workstation (one time)

Furniture: \$45k per RSCSC (one time)

Safety: \$10k per prox card reader, \$25k for other safety items (one time)

Tenant/building improvements: \$25-\$150k, depending on needs (one time)

Staffing: \$150k per staff S&B; 2 nondepartmental staff per building is a best practice (navigator/receptionist; office manager) (ongoing)

**What department will be responsible for implementing this item?**

Sonoma County Public Infrastructure (General Services) would be a natural fit, as would the CAO/COB

**Does this funding request leverage additional funding?**

Yes: departmental investments in RSCSCs (varied amounts based on departmental presence)

**\*\*To Be Completed By Staff\*\*****STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-14****Description of Request:**

This request is for a mixture of one-time building improvements, startup costs for additional staff, and the addition of four additional permanent staff members at the facilities.

**Staff Response**

The Board has allocated \$1 million in ongoing funding from County Center Modernization allocation to fund regional service centers in the Sonoma Valley, west county, and north county. A service center already existed in Petaluma (south county) prior to the allocation, and the County Center itself is located in the center of the County. A portion of this funding was utilized to purchase the former Bank of America building in Guerneville and to lease space in the Sonoma Valley for regional service centers. A third regional service center is expected to open in the north county in the future, utilizing the remaining portion of the funding.

The model for the staffing at the existing three sites has been based on utilization of existing departmental staffing and relocating them to the sites. This is in line with the understanding that, rather than creating new services, these centers should be providing a portion of existing services at locations closer to those who receive them. BIR02 in Tab 7 further discusses the current staffing model. Departments have identified the need for reception staff to keep the facilities open as walk-in locations, versus by appointment only.

Staffing the service centers with Board of Supervisors district staffing could be appropriate for reception/navigator services, similar to the navigator-type role District staff play currently. Relocating current district staffing to the regional service centers could meet the reception/navigator need. However, this would constitute a significant change in service delivery for the County, involving the Board staff in direct service delivery.

The Department of Human Services has submitted a Program Change Request (see HSD-PCR-08 in Tab 5) for a staff member to serve as reception and intake at the East Sonoma County Service Center, as well as performing typical departmental work when there is not client activity at the Service Center. This represents an alternate model should the Board choose to provide additional resources for regional service centers and aligns with the way the Petaluma Service Center operates. Should the Board desire to place additional resources in the service centers, it is recommended that they be added as staff in one of the departments staffing the centers, and one of the operating departments be responsible for the overall site/location administration. Similarly, the County has experience managing facilities throughout the County utilizing departmental and Public Infrastructure staff to oversee facilities. Site management thus could also be actualized through departments. Building improvement needs at these sites are handled in coordination with Public Infrastructure, either through use of departmental funding or the Capital Improvement plan, with additional resources requested as needed and prioritized with other needs.



# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Coursey and Gore Joint Submission

**Date:** 4/4/2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

**Request Title:**

Sonoma County Library, Roseland Library Construction Funding

**What will the funds be used for and why it is needed?**

**To close the remaining gap in funding for the Roseland Library at the Hern Community Hub.** (please see attached documents for further details.)

**What Strategic Plan does this request directly support?**

Racial Equity and Social Justice

**What is the amount of the one-time funding request?**

**\$1.5-\$2 million** (Depending on need at the time of workshops/hearings)

**What department will be responsible for implementing this item?**

CAO

**Does this funding request leverage additional funding?**

Yes, from many additional sources (government and private grants)

Requestor Contact:

Ray Holley

Public Information Officer

Communications Manager

[Sonoma County Library](http://Sonoma County Library)

[rholley@sonomalibrary.org](mailto:rholley@sonomalibrary.org)

Mobile/Text: 707-292-5323

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-15****Description of Request:**

This item requests up to \$2 million in one time funding as a contribution to the Sonoma County Library system toward construction of the Roseland Library.

**Staff Response**

The Sonoma County Library (Library) is distinct public entity formed from a Joint Powers Agreement between the County and the cities within the county. It is governed by a separate Commission whose members are appointed by the member agencies.

The County currently is facilitating a \$1 million State grant that is passing through to assist the Sonoma County Library on the Roseland Library construction campaign.

The County is also assisting in improvements at the Guerneville Regional Library which include project management as well as a contribution of \$143,314.50 in matching funds toward a \$382,171 State Grant (with the Library providing an additional \$143,314.50 of the match funding).

While the County is providing both material and technical support toward the Guerneville project, the key difference is that that facility is owned by the County, with the Library operating on a zero cost lease.

District specific funds have recently been utilized for capital campaigns to purchase or develop properties, including the Alexander Valley Health Care project and the Graton Community Gathering Space. County discretionary funding has not generally been utilized for these types of projects.

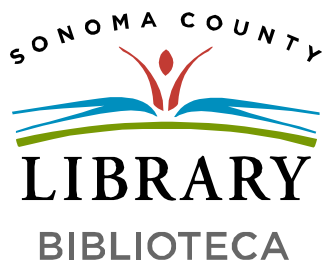
**Additional References:**

[Measure Y](#). In November 2016, 72 percent of Sonoma County voters approved Measure Y, a one-eighth of a cent sales tax to support the 14-branch Sonoma County Library system.

[Reimagining the Library](#). In 2019, the JPA began strategic planning. The effort was summarized with “Our “Reimagining the Library” process produced data on the needs and aspirations of Sonoma County residents, which will be considered and included in planning and budgeting library resources that address those aspirations and needs. This document is a beginning, not an end. To be successful and promote lasting change, the library must continuously evaluate and update service models, with flexible planning and budgeting that supports innovation while embracing accountability. Success at supporting community aspirations requires sustainable revenue, fiscal responsibility, and an engaged and inspired staff.”

*Erika Thibault*  
*Library Director*  
ethibault@sonomalibrary.org

6135 State Farm Drive  
Rohnert Park, CA 94928  
(707) 545-0831



Deborah Doyle <i>Chair</i>	Brooke Greene <i>Vice-Chair</i>
David Cahill	Paul Heavenridge
Andy Elkind	Sarah Laggos
Fred Engbarth	Barbara Mackenzie
Eve Goldberg	Cyan McMillan
Thomas Haeuser	

March 27, 2024

## **A crucial investment in a Roseland Library**

Dear Supervisor Coursey and staff:

We write today with an update on the Roseland Regional Library project, and a funding request. With the support of government, foundation, and private grants, we are making great progress on the project, and we are asking for your support to help us close a gap and deliver the newest, finest library in Northern California.

### **The opportunity**

The new Roseland Regional Library will be a model for a flexible, resilient and modern library that will serve Sonoma County for generations. Under an umbrella theme of **Creating Opportunities**, the library will focus on six key areas:

- Welcoming Places for Children and Families
- Collections that Honor Our Diverse Cultures
- Technology that Bridges the Digital Divide
- Partnerships that Open Doors
- Growing Sustainability
- Gathering Places that Bring Us Together

The library will include indoor/outdoor learning and gathering places, dedicated spaces for children, teens, and adults, and plenty of free technology and meeting spaces, which Roseland, Bellevue, and Moorland residents tell us they desperately want and need.

**We are reaching out to the County of Sonoma to request a \$2 million allocation that will help us close a funding gap and deliver for Third District residents.**

Every investment in Roseland is an investment in the future. A permanent library will be another example of the county's long-term commitment to upstream investments and will be an important step toward providing equity and parity in this vital, growing and extraordinary neighborhood. Whether we are offering economic development support to businesses, supporting early literacy programs, or opening our doors as cooling centers, we will be a hub for community outreach.

Please join us in embracing this community by allocating funds to this worthy project and help us promote greater equity and opportunity.

Best regards,

Erika Thibault, Library Director  
Deborah Doyle, Library Commission Chair



# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Coursey and Hopkins **Joint Submission**

**Date:** 4/4/2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

**Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.

**Request Title:**

Secure Families Collaborative Program Funding

**What will the funds be used for and why it is needed?**

See Attached (*Secure Families - Sonoma County Proposal*)

**What Strategic Plan does this request directly support?**

It will continue to provide the critical legal and supportive assistance needed by Sonoma County's immigrant community.

**What is the amount of the one-time funding request?**

\$300,000

**What department will be responsible for implementing this item?**

CAO

**Does this funding request leverage additional funding?**

See Attached (*Secure Families - Sonoma County Proposal*)



**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-16**

**Description of Request:**

Funding for the Secure Families Collaborative to provide legal assistance and services to the local immigrant community.

**Staff Response**

The County does not directly focus on or administer any programs or services that provide legal support and defense for undocumented immigrants. Regarding service navigation for immigrants, the County supports Sonoma County immigrants and their families (documented or not) to enroll in programs and benefits they are eligible for. We have Spanish speaking staff to assist the community. There are also multiple community organizations in Sonoma County that provide service navigation to immigrants.

The Secure Families Collaborative has received \$601,000 of funding in the past. On June 16, 2017, the Board authorized 3 years funding from Graton Mitigation Fund in the amount of \$100,000 annually through 19-20 for a total of \$300,000. During the Budget Hearings in FY2020-21 and FY 2022-23, \$100,000 and \$200,000 was allocated General Fund for an additional total of \$300,000. The Board of Supervisors District 5 also provided \$1,000 to Secure Families as part of their Community Grant Allocation in May of 2022.

# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** James Gore & Lynda Hopkins

**Date:** 04/04/24

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

**Request Title:**

**NextGen Trades Academy - Housing Hero Youth Builders Project**

**What will the funds be used for and why it is needed?**

The request for funding amounting to \$150,000 aims to ensure equal opportunities for underserved and vulnerable youth by **providing vocational training and aiding in the construction of affordable housing units**. The Housing Hero Youth Builders initiative, operating under the NextGen Trades Academy Training program, addresses the pressing need for affordable housing and career prospects among marginalized communities in Sonoma County, California.

The mission of the The NextGen Trades Academy is a program providing diverse vocational construction training and work/life skills to disadvantaged youth ages 16-24 within Sonoma and Marin counties. Throughout the program, each student explores approximately 14 construction trades such as architecture, plumbing, roofing, electrical, green building, solar technology, as well as life skills such as cover letter writing, resume writing, personal finance, budgeting, and job interview coaching. The program integrates technology, classroom instruction, hands-on experience, construction trade research, and CalOSHA certifications.

Backed by over thirteen local government and nonprofit organizations including Santa Rosa Junior College, Homes 4 the Homeless, North Bay Black Chamber, County of Sonoma Juvenile Probation Department, and Sonoma Clean Power, among others, this collaborative effort ensures fair access to education, training, and the construction of five affordable homes for families in need, strategically distributed across each county district.

Going beyond mere vocational training and employment opportunities, our project introduces an innovative housing model known as Vessel, aligning with county initiatives to promote green building standards, diversify housing options, and generate employment. Each Vessel home is meticulously crafted with energy-efficient materials, engineered for durability, and HUD-

approved as either single-family dwellings or Accessory Dwelling Units (ADUs), offering a cost-effective alternative to traditional housing. As of March 2024, the median home sold price in Sonoma County stands at \$802,511, according to Redfin and Rocket Homes, whereas the cost for our Vessel homes ranges between \$80,000 - \$120,000.

Given the escalating demand for affordable housing and employment opportunities, this initial grant will significantly contribute to promoting racial equity and social justice. Historically, homeownership rates within the BIPOC community have lagged behind those of other racial groups. This program is envisioned as a long-term solution to address challenges related to affordability, high median home prices, soaring rental market costs, the aftermath of natural disasters, and the prevailing affordable housing crisis, thereby bridging gaps and uplifting communities across Sonoma County for generations to come.

### **What Strategic Plan does this request directly support?**

#### **Racial Equity and Social Justice**

**GOAL 4** - Engage community members and stakeholder groups to develop priorities and to advance racial equity.

Objective 2 - Collaborate with members and stakeholder groups to develop racial equity strategies for County emergency response, economic recovery and resiliency planning efforts.

**GOAL 4** - Engage community members and stakeholder groups to develop priorities and to advance racial equity.

**Objective 3** - Begin implementing strategies for regular community engagement to guide racial equity efforts.

#### **Healthy and Safe Communities**

**GOAL 2** - Establish equitable and data-driven distribution of services.

**Objective 3** - Identify and eliminate data gaps for underrepresented groups, and collaborate with the community to implement measures to mitigate the negative impacts caused by the lack of access to services by racial and ethnic groups that are disproportionately under-served by 2026.

**GOAL 3** - In collaboration with cities, increase affordable housing development near public transportation and easy access to services.

**Objective 2** - Identify and leverage grant funding sources for permanent supportive and affordable housing development.

### **What is the amount of the one-time funding request?**

\$150,000

**What department will be responsible for implementing this item?** The tenants of the program have NEXTGen Academy students building affordable housing, therefore, the CDC or Human Services in connection with Joblink would be the recommended departments for implementing this item.

**Does this funding request leverage additional funding?**

There is additional funding secured for this project including: Sonoma Clean Power, Probation Department of Sonoma County, Wells Fargo Foundation, ARS Roofing and Gutters.

Additional funding requests are pending from CA Appropriations Grant, CA Clean Energy Access and LB Research Foundation.

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-17****Description of Request:**

\$150,000 for the Housing Hero Youth Builders Initiative, operating under the NextGen Trades Academy Training program, to provide vocational training and aid in the construction of affordable housing units.

**Staff Response:**

- This project is somewhat duplicative of services provided by other organizations. For example, the CTE Foundation has a trades program for in-school youth that adheres to NexGen principles.
- HSD just completed an RFP for youth employment services. The scope of service in our RFP was more broad than what is proposed here, but would have been the opportunity to apply for funds for this project.
- In order for HSD to administer a contract for these services, funds would need to be dedicated for additional HSD staff time to support the contract.

**As written this request falls outside of standard County procurement policy and does not align with contracting principles outlined by safety net departments at the request of the Board.**

The purpose of the contracting principles is to reaffirm the County's commitment to conducting fair, open, and competitive procurements for key safety net programs and services.

An alternative, should the Board wish to provide funding for services beyond those currently offered by the County, would be to provide an allocation to the Human Services Department with which they could conduct a competitive procurement contract for provision of these services.

**Existing Similar Efforts:**

[\\$1.2 million ARPA Award to SRJC for their Workforce Pipeline Project](#). This is a wraparound job training support and job placement in construction industries for communities disproportionately impacted by the pandemic through the SRJC Workforce Pipeline Project.

[Northbay Builders Exchange Construction Corps program](#). The Corps meets Saturdays from 8 AM to 4 PM in April and May. The Corps finishes with a two-week paid internship for 18-year-old students, or a two-week boot camp for 17-year-old students in June. Students who successfully complete Boot Camp will earn a \$750 trade scholarship working on a real construction project. Every year, nearly all Corps members who want to work in construction are offered a job at the graduation ceremony and interview event on the last day of Boot Camp.

# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Lynda Hopkins and James Gore

**Date:** April 4, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

**Request Title:**

Building Capacity for Emergency Response and Engagement with Underserved Communities **(one time)**

**What will the funds be used for and why it is needed?**

**Requests 1 of 2.**

Sonoma County Community Organizations Active in Disaster (**COAD**) is the connective tissue between community organizations and Sonoma County's emergency response system. \$230,000 in one-time funds would enable COAD to continue its role in building capacity and coordination among community organizations for disaster preparedness and response.

COAD was formed after the 2017 and 2019 fires in response to the clear need for a [unified collaborative](#) to confront the very real and ongoing threats of wildfire and other natural disasters in Sonoma County. Today, COAD's membership has grown to 75 organizations from across the County and maintains strong partnerships with local government agencies. COAD members organizations are trusted providers of year-round services and programming and have experience supporting community members through disasters with bilingual, culturally sensitive information, resources, and services.

COAD's unique strength is its connection to community groups and promotora networks that are deeply embedded with community members most vulnerable to the impacts of disasters and other climate emergencies.

Over the past five years, the COAD has consistently supported the County in incrementally improving services, leading to a more equitable and accessible system of care for disaster survivors. COAD deploys a team to the Emergency Operations Center and organizes nonprofit staffing and resource distribution at Local Assistance and Recovery Support centers, most recently during the 2023 winter storms. COAD also mobilized community organizations and promotoras to disseminate safety messaging and address community needs during smaller-scale incidents and climate emergencies including extreme cold events, air quality events, heat waves, and localized flooding incidents in 2023 and winter 2024.

COAD was instrumental in the Department of Emergency Management's and the Office of Equity's development of the Universal Disaster Intake Process that will ensure a smooth and timely transition from response to recovery services.

The Board of Supervisors recently approved contracting with COAD to administer Disaster Emergency Financial Assistance, following the successful piloting of the Recovery Support Centers.

Right now, COAD's funding outlook is tenuous, risking the loss of connections and institutional knowledge that has developed over the last couple of years.

The growing number and scale of disasters globally has undermined organizations' ability to sustain funding for disaster cycle activities in between disasters. Sonoma County organizations with dedicated disaster and community resilience funding are rare. COAD enables local community organizations and promotoras networks to sustain capacity and momentum for disaster activities with limited resources, better preparing these organizations to mobilize and bring in outside funding resources for disaster response to Sonoma County in times of disaster.

**\$230,000 in one-time funds to provide operational support for Sonoma County COAD:**

- **\$160,000 staffing**
- **\$18,000 operations (rent, utilities, tech, supplies, mileage, training)**
- **\$34,000 admin (fiscal sponsor)**
- **\$18,000 for interpretation/translation services**

**Requests 2 of 2.**

We are also requesting \$300,000 in one-time funds to support Community Health Workers/ Promotores de Salud (CHW/Ps)'s complementary community engagement work that will allow Promotores to expand their reach and allow them to be effective community advocates and liaisons during times of emergency.

The goal is to increase the resiliency of historically underserved communities by increasing connectedness to community resources and by reducing health disparities to protect the most vulnerable individuals in the community from COVID-19, flu, RSV, and other communicable diseases.

Community Health Workers/ Promotores de Salud (CHW/Ps) are trusted messengers who live, work, and play in the communities they serve, and they will provide culturally relevant and linguistically appropriate vaccine-related outreach, education, messaging, and linkage to resources to our most vulnerable and impacted communities across the 5 regions of our county. Outreach will include canvassing in front of markets and churches, providing workshops in libraries and schools, tabling at health fairs and parks, and going door-to-door at apartment and housing sites – effectively meeting residents where they are at. This grassroots and boots-on-the-ground approach prevents equity gaps in

the dissemination of critical information and is a critical strategy to reduce social, economic, health, and other disparities.

During the COVID-19 pandemic, funds became available to support critical community outreach to our most vulnerable populations. COVID emergency funding has largely ended, yet our historically marginalized community members are still disproportionately impacted by health disparities and other inequities. Messaging regarding the importance of vaccinations has also declined, yet we still see our BIPOC, Latine, and low-income populations with low vaccination rates and high infection rates.

**The Center for Well-Being** will be the lead agency that is applying for funds on behalf of the Community Health Workers/ Promotores de Salud (CHW/Ps). The Center for Well-Being's mission is to improve the health and well-being of our community through evidence-based health practices and innovative programs that advance health equity for all, and their vision is to achieve improved community health through inclusive and just policies, programs, and services. For 30 years, the Center has conducted culturally responsive and linguistically appropriate public awareness and community outreach campaigns to reach our most vulnerable populations via trusted messengers. Their campaigns have included emergency preparedness education in response to Sonoma County floods and wildfires and vaccine hesitancy outreach, among other initiatives. During the pandemic, they participated in a regional cross-county outreach campaign to reach communities disproportionately impacted by COVID-19. The Center for Well-Being engaged residents in conversations to address vaccine hesitancy, provided education and resources for effective mitigation strategies, and linked individuals and families to testing and vaccination sites. NCCWB reached over 30,000 individuals over the course of 2 years; collectively their coordinated efforts reached over 100,000 vulnerable Sonoma County residents.

**\$300,000 in funding would enable the following:**

Funding Item	Amount	Description
CHW/P Training	\$20,000	Train up to 35 community-based Promotoras de Salud/ CHWs in a healing-informed, strength-based, resilient, and equitable approach to vaccine outreach, education, resource connection.
CHW/P Regional Leads	\$25,000	5 CHW/P Regional Leads will be engaged and compensated to oversee outreach across Sonoma County's 5 regions: North, South, East, West, and Central County at \$5,000 each.
CHW/P Outreach Specialists	\$25,000	10 CHW/P Outreach Specialists will be engaged and compensated to conduct outreach campaigns at \$25/per hour.
CHW/P Outreach Volunteers	\$10,000	20 CHW/P Outreach Volunteers will be engaged and compensated to conduct outreach campaigns at \$500 total.



CHW Support and Communications Personnel	\$40,000	Community Health Workers and support staff who will: (1) oversee program deliverables & reporting, (2) design, develop, and distribute outreach and education materials, and (3) provide direct support to CHW leads, outreach specialists, and volunteers.
Outreach and Educational Materials & Supplies	\$30,000	Multilingual Educational Materials to support outreach campaign – costs include translation, design, printing, and distribution.
Incentives and Other Supplies	\$24,000	Supplies include technology & communication (phones, computers, internet), safety and sanitation supplies (PPE, sanitation and cleaning), and support for individuals facing food/home/money insecurity.
Supplies for Vaccine Costs	\$100,000	Costs <i>may include</i> purchase of vaccines, vaccine administrative costs, and mobile vaccination clinics in underserved areas
<b>10% Indirect Costs</b>	<b>\$26,000</b>	
<b>TOTAL</b>	<b>\$300,000</b>	<b>Vaccine Outreach Campaign Funding Request</b>

#### Anticipated Project Outcomes:

- Increased knowledge and awareness of COVID-19, flu, RSV, and other communicable diseases for vulnerable and underserved BIPOC and Latinx communities across Sonoma County.
- Increased readiness and consent to receive vaccinations and increased access to vaccines.
- Increased linkage to critical resources for vulnerable community members before and during times of crisis.
- A healthy recovery from the stress, trauma, and impact of persistent and ongoing health disparities for our most vulnerable and underserved communities.
- Increased resilience and connectedness in hard-to-reach communities.
- Capacity to expand the reach of emergency organizations during a disaster or health crisis.

#### What Strategic Plan does this request directly support?

Healthy and Safe Communities, Racial Equity and Social Justice

#### What is the amount of the one-time funding request?

**\$530,000 total request.** We are requesting \$230,000 in one time funding for COAD and \$300,000 in one time funding for the Center for Well-Being/Community Health Workers/ Promotores de Salud (CHW/Ps).

#### What department will be responsible for implementing this item?

Sonoma County Department of Emergency Management would be responsible for directing funds to COAD, and the Department of Health would be a natural fit for the Center for Well-Being funds.

#### Does this funding request leverage additional funding?

COAD has been effective in raising funding from foundations, organizations, and individual donors to support our preparedness programming and recovery efforts. Much of this funding is passed through as direct assistance to community members and to community organizations and Promotoras as stipends and as reimbursement for their response activities. As recently as the 2023 winter storms, COAD raised \$200,000 for Long Term Recovery Assistance to assist storm-affected community members.

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-18****Description of Request:**

For request 1 the one-time funding would assist COAD in the further development of services and programs they provide to the community daily and in times of emergencies and disasters through funding to provide operational support for the Sonoma County COAD. Request 2 is to support Community Health Workers/ Promotores de Salud (CHW/Ps) through the Center for Well-Being on behalf of the CHW/Ps and the COAD to support community targeted-based engagement for community members are still disproportionately impacted by health disparities and other inequities.

**Staff Response**

The Sonoma County COAD is the county's short/long-term recovery partner in coordinating efforts such as the emergency financial aid (EFA) program, along with disaster intake with the County's Universal Disaster Intake Process (UDIP). Since the 2020 fires, COAD has assisted the County with recovery efforts through its 75 organizations to provide immediate and long-term relief and follow-up recovery services to the community. Currently, the County does not have dedicated staff for recovery efforts to maintain and foster relationships like the COAD. The Department of Emergency Management (DEM) partners with the COAD to foster and bridge this current service.

DEM is developing a Sonoma County Recovery Operations Plan through a Community Development Block Grant (CDBG) to guide the County and the Operational Area through recovery. The plan will have recovery-specific annexes such as taskforces (debris, Haz-Mat, household waste, watershed), local assistance centers (LAC) operations, and short/long-term recovery tasks. The Sonoma County Recovery Operations Plan will be the recovery version of the County/Operational Area Emergency Operations Plan.

In addition, under the CDBG grant, a gap analysis of Sonoma County's disaster recovery capabilities will be conducted. The gap analysis will identify and convene a task force of stakeholders in the Operations Area (Op Area). The gap analysis will review existing emergency operations plans, operating procedures, recovery concept of operations plans, after-action reports, and other pertinent documents from Operations Area Op Area partners. The gap analysis results will allow Sonoma County to improve response, continuity of efforts, and availability of recovery resources as well as draft a Sonoma County Recovery Operations Plan.

COAD is currently a recipient of the DEM/ARPA project funding ([May 2022](#) and [October 2023](#)) as a contractor to work with 75 organizations around community preparedness, recovery, and resilience efforts. Some of the items under request 1 are funded under the DEM/COAD ARPA project.

Should the Board of Supervisors approve funding, the Department of Emergency Management would work with COAD and Community Action Partnership (CAP) Sonoma (fiscal sponsor) to develop a memorandum of understanding (MOU) for the direction of funds to support COAD operational support, with milestones and documentation support during the timespan to support the MOU.

The Department of Health Services (DHS) is not currently organizing vaccine delivery to Federally Qualified Health Centers (FQHCs). DHS could support the acquisition and delivery of vaccines to the FQHCs if the money is allocated directly to another entity. The Board could allocate the funds directly to

the Center for Well-Being. DHS's role would be limited to supporting vaccine acquisition and would not involve DHS Community Health Workers, whose work is patently different than that performed by Promotores and who only work on DHS initiated projects. Alternately, if the Board chose to fund this effort but chose not to fund an entity directly, DHS would need to issue an RFP according to county procurement for any organization in the County to compete to offer vaccine services. In this scenario, DHS's role would include development and management of an RFP process and the resulting contracts.

As written this request falls outside of standard County procurement policy and does not align with contracting principles outlined by safety net departments at the request of the Board. The purpose of the contracting principles is to reaffirm the County's commitment to conducting fair, open, and competitive procurements for key safety net programs and services.

For the Board's reference, the request does not identify other funding sources sought and/or potentially available to leverage the request from the County for the either of the specified efforts.

*Additional References:*

*On 9/26/23 the Board authorized the Chair to issue a letter of commitment to the California Strategic Growth Council (SGC) for a Community Resilience Centers planning grant application by the Sonoma County Community Organizations Active in Disaster (COAD). The anticipated grant funds the planning, development, new construction, and upgrades of neighborhood-level resilience centers to provide shelter and resources during climate and other emergencies. Staff report remarked that if the grant is awarded a memorandum of understanding (MOU) will be brought to the Board for approval. The MOU is intended to establish a collaborative stakeholder structure, which may include roles, responsibilities, staffing, and budget plans for each entity.*

*DEM FY 2024-25 program change requests for Board consideration include: \$192,120 ongoing for Community Preparedness; \$453,000 ongoing to finance needed Hazard Mitigation Plan updates and organize area wide recovery efforts; \$204,300 for Grants coordination and tracking for awards that benefit the Operational Area participants; and \$50,000 ongoing for advertising and outreach to execute annual community evacuation exercises.*



120 Stony Point Road, Suite 220, Santa Rosa, CA 95401 [sonomacf.org](http://sonomacf.org)

March 25, 2024

Dear Sonoma County Board of Supervisors,

Community Foundation Sonoma County (CFSC) wholeheartedly supports the Sonoma County Community Organizations Active in Disaster (COAD)'s request for operational funding from the County of Sonoma.

The COAD was formed after the 2017 and 2019 fires in response to the clear need for a unified collaborative to confront the very real and ongoing threats of wildfire and other natural disasters in Sonoma County.

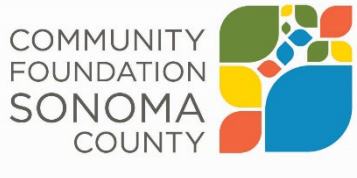
Over the past five years, the COAD has consistently supported the County in iteratively improving services, leading to a more equitable and accessible system of care for disaster survivors. The COAD deploys a team to the Emergency Operations Center and organizes nonprofit staffing and resource distribution at Local Assistance and Recovery Support centers. Another recent example of collaboration with the County is that the COAD was instrumental in the Department of Emergency Management's development of the Universal Disaster Intake Process that will ensure a smooth and timely transition from response to recovery services.

The County's partnership with the COAD greatly enhances the ability of both parties to make a meaningful difference in the lives of the people of Sonoma County. This partnership is not to be taken for granted. It is due to this successful collaboration that disaster response teams from across the state and country are looking to Sonoma County to learn about the innovative systems we have created together.

CFSC is proud to partner with the COAD on preparedness, response, recovery, and mitigation activities. Recently, we funded an Emergency Operations Planning Cohort to ensure nonprofit readiness to respond in the event of a disaster. CFSC also consistently funds immediate response activities during both declared and undeclared disasters that impact our most vulnerable community members, most recently in winter 2024. In addition, we are committed to funding long-term recovery case management services through the COAD and its nonprofit members.

CFSC is dedicated to supporting the COAD through the above collaborations and more. However, we are not able to fund the ongoing administration of the COAD.

With more than 80 organizational members, the COAD has built incredible momentum for its work, and this will falter if the collaborative's resources ebb and flow based on an overreliance on one-time disaster-related funding.



120 Stony Point Road, Suite 220, Santa Rosa, CA 95401 [sonomacf.org](http://sonomacf.org)

As another funder of the COAD's hugely impactful work, we commend the County for the impressive partnership it has built with the COAD and look forward to learning about the ways in which the County will support the COAD financially in the years to come.

Thank you for your time and consideration of the COAD's request.

Sincerely,



Amy Holter  
Vice President of Community Impact  
(707) 303-9621  
[aholter@sonomacf.org](mailto:aholter@sonomacf.org)

# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Lynda Hopkins and James Gore

**Date:** April 4, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

**Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.

**Request Title:**

Funding allocation for **Russian Riverkeeper watershed cleanup (ongoing)**

**What will the funds be used for and why it is needed?**

We are requesting ongoing funding in the amount of \$85,000 annually for Russian Riverkeeper's Clean Team program to ensure continuation and expansion of **watershed cleanup related to homeless encampments**. Currently, the Clean Team supports homelessness related cleanup along the lower Laguna and Russian River area from Healdsburg to Guerneville and the Coast. In addition, Clean Team organizes 35-40 community cleanup events and the annual Russian River Watershed Cleanup.

Russian Riverkeeper's preventative programs maintain sanitary conditions along watersheds, preventing pollution to rivers, creeks and watersheds when flooding occurs. It is critical to support the preventative work of Russian Riverkeeper as it fills a gap in service and meets a critical environmental health need that is not regularly met by any other organization within the County. Riverkeeper's cost per pound of trash removed is lower than using county staff and far less than other county contractors at less than \$0.35/pound. Funds will support staffing, mileage, trash disposal costs, performance tracking, and supplies.

Russian Riverkeeper has been working to improve the health of local watersheds since 1993 and has a strong track record of project implementation. The trash removal is beneficial to all county residents who visit the Russian River so they can better enjoy it. The river is the largest source of trash to the Sonoma Coast, so these services also benefit all county residents and visitors who enjoy our coastal beaches. Riverkeeper's work supports the county's compliance with the trash provisions of the Municipal Stormwater Permit. Since 2015, Russian Riverkeeper has removed 2,150,000 lbs of trash and in the last three years averaged 278,641 pounds of trash removed from Sonoma County waterways and roads. Riverkeeper is able to supplement the trash program with an average of \$50,000 in donor funds each year.

**Russian Riverkeeper was funded through CDC in FY 20-21 (\$103,391.03 in 20-21) and DHS since that year (\$74,236 in 21-22, and \$74,236 in 22-23). Russian Riverkeeper also received Tourism Impact Funds (TIF) funding from District 4 (\$25K in 20-21, 21-22, 22-23) and District 5 (\$20K in 21-22, \$30K in 22-23, 23-24). The program did not receive funding from DHS or CDC in 23-24.**

General Fund funding is an appropriate funding source for this need as Russian Riverkeeper conducts work that extends beyond Districts 4 and 5, with projects extending to the Lower Santa Rosa Creek and Laguna areas in District 3 as well. The \$85,000 in ongoing funds will replace the funding previously received through CDC and DHS that Russian Riverkeeper no longer qualifies for due to shift in priorities and emphasis on housing solutions.

**What Strategic Plan does this request directly support?**

This request directly supports the Resilient Infrastructure pillar's Objective 1: Develop partnerships with cities, tribal governments, and private organizations regarding flood protection and sustainability to identify gaps and address climate change impacts.

**What is the amount of the one-time going funding request?**

\$85,000

**What department will be responsible for implementing this item?**

Pi would be an appropriate department to contract with Russian Riverkeeper.

**Does this funding request leverage additional funding?**

Riverkeeper is able to supplement the \$150,00 - 175,000 in annual trash program expenses with an average of \$50,000 in business and individual donations each year. An ongoing General Funds budget allocation would enhance Riverkeeper's ability to seek other funding sources to support the program.

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-19****Description of Request:**

Supervisors Hopkins and Gore are requesting Public Infrastructure staff to administer a litter pickup contract with Russian Riverkeeper.

**Staff Response**

Public Infrastructure has the technical and administrative capability to implement and manage this work.

Historically, the Ending Homelessness Division has administered the contract. There are no appropriations in the FY 2024-25 Budget for this organization. Russian Riverkeepers was not awarded funding from the Sonoma County Homeless Coalition's FY 2024-2025 Local Homelessness Services Notice of Funding Availability (NOFA); which has typically been the source in the past. The reason stated by the Sonoma County Homeless Coalition's Funding & Evaluation Committee is "...due to the model not meeting the definition of Street Outreach, as well as the amount of local funds available, the strategic plan goals, and the amount of funding requested across the NOFA responses."

<https://sonomacounty.ca.gov/funding-and-evaluation-committee-special-meeting-march-7-2024>

Note that the request submitted does not provide a breakdown supporting the \$85,000 annual request, nor explains why how the funding addresses an ongoing need at a static funding level.

It is noted that in the last three years RRK averaged 278,641 pounds of trash removed. At \$0.35/pound, the annual cost of the effort is \$97,500 per year. If an annual \$50,000 is secured from donation, the difference is \$47,500 per year.





# Unlock Potential

## Inspiring Young Minds

A CAPITAL CAMPAIGN FOR THE  
CHILDREN'S MUSEUM OF SONOMA COUNTY



The Children's Museum of Sonoma County is a beacon of hope, where imaginations flourish and lasting memories are created. For a decade, the Children's Museum has championed the power of inclusive playful learning experiences that empower young minds and prepare them for the future.

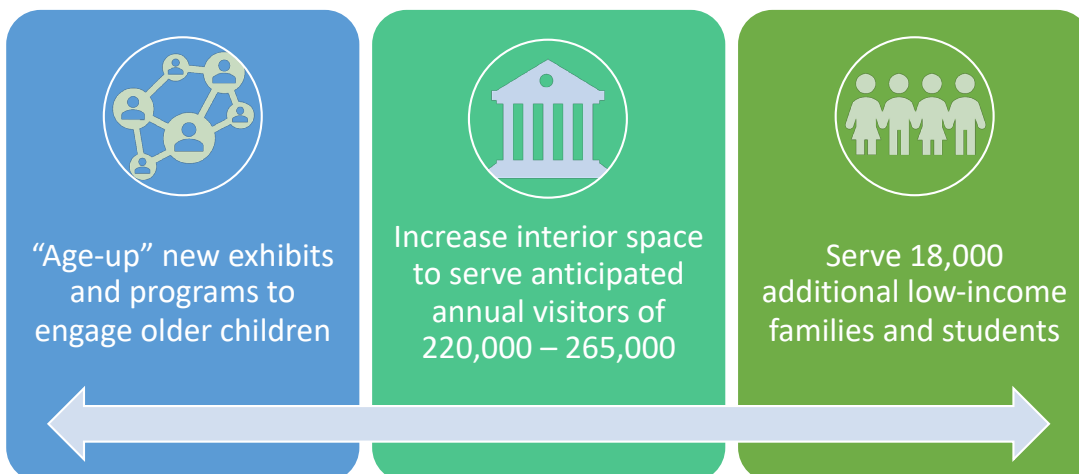
## The Need

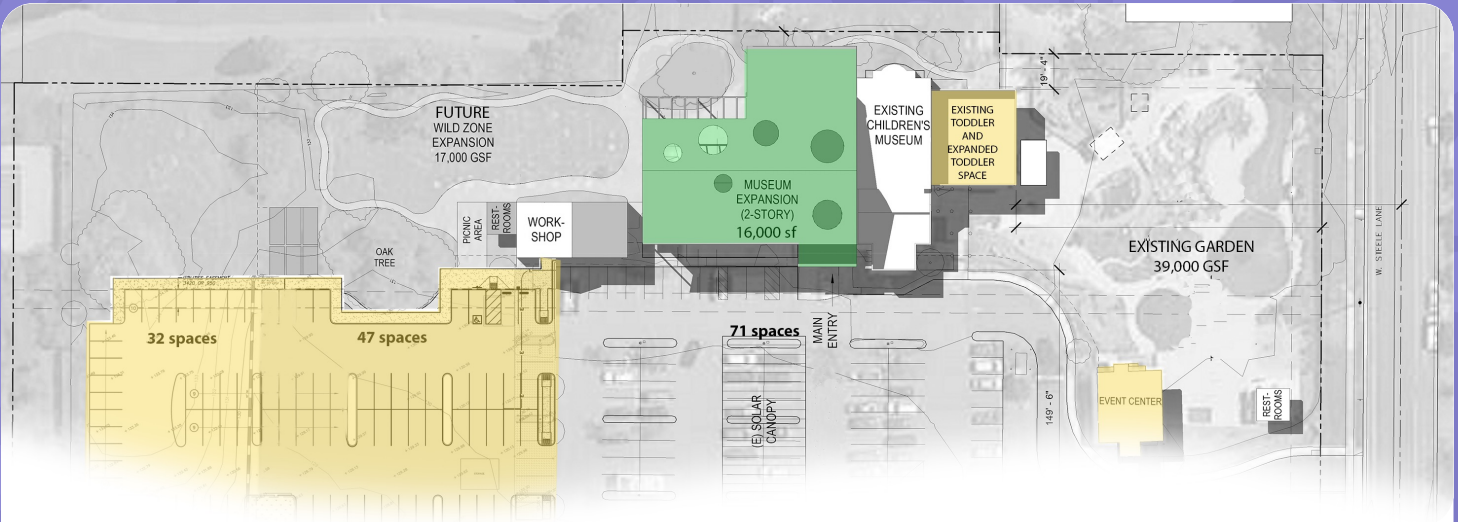
The existing interior space is bursting at the seams and cannot accommodate additional exhibits or indoor space to comfortably engage the growing number of visitors. Investment in the expansion of the Children's Museum fuels the promise of tomorrow, kindling the curiosity and creativity in children that will shape the world.

## Current Challenges

- Museum is bursting at the seams welcoming 200,000 annual visitors
- No space for new STEAM exhibits to engage children ages 8 – 12
- No multi-purpose space for programs and additional school group visits
- Insufficient parking for current or projected increase in visitors

## Objectives

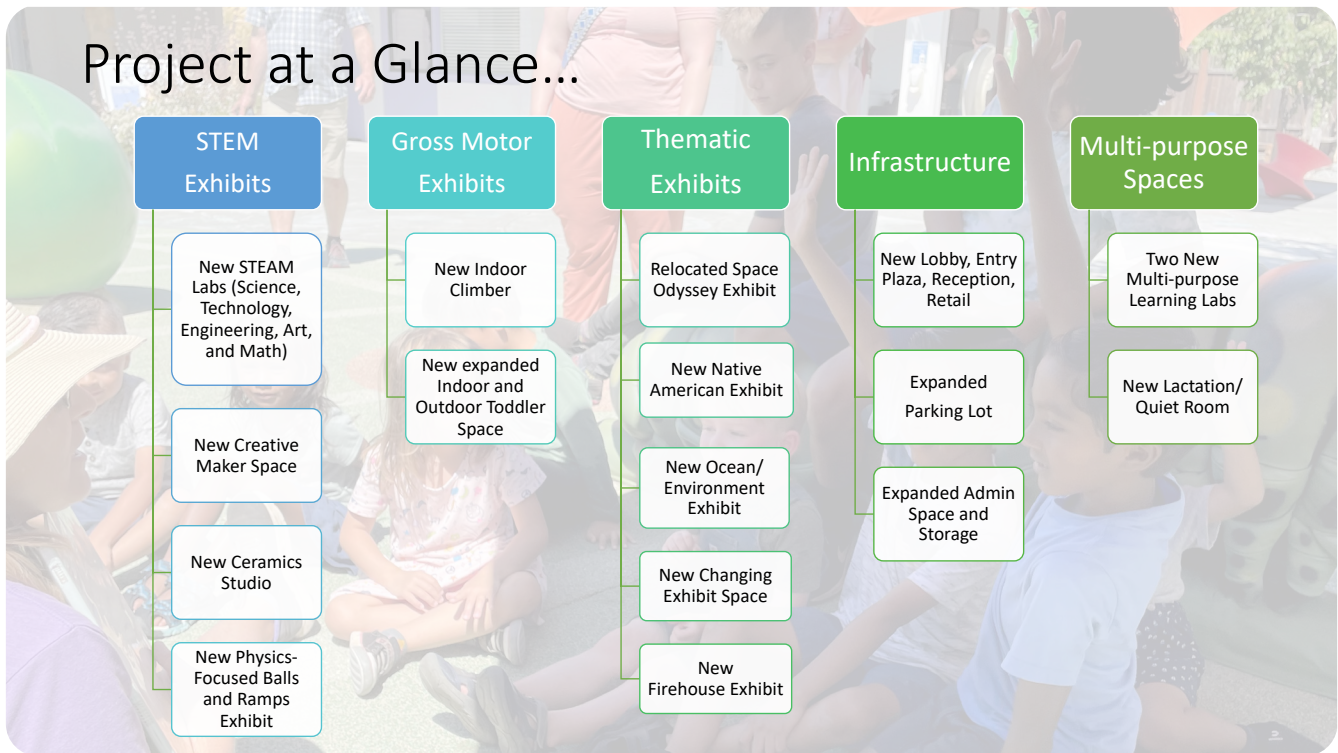




## Benefits of Expanding Children’s Museum

- 16,000sf expansion (green represents new construction)
- Increase exhibit and program space from 4,800sf to 12,000sf
- Double multi-purpose space for additional programming and school field trips
- Expand toddler exhibit and add new outdoor toddler space
- Expand parking lot from 118 spaces to 150 paved spaces
- Provide greater opportunities for inclusivity and sense of belonging

## Project at a Glance...





# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

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**Submitted By:** Lynda Hopkins and James Gore

**Date:** April 4, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

**Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.

### Request Title:

Unlock Potential (UP!) Inspiring Young Minds - **A capital campaign for the Children's Museum of Sonoma County**

### What will the funds be used for and why it is needed?

The mission of the Children's Museum of Sonoma County is to inspire curiosity and creativity through joyful, transformative experiences.

At 5,000 square feet of indoor exhibit space, the current Children's Museum of Sonoma County (CMOSC) facility welcomes 196,000 annual visitors (over 600 guests daily). This has resulted in packed indoor exhibits, often with lines of eager visitors waiting to use them. While CMOSC presently serves children ages birth to ten, visitors request expansion of exhibits and programs that cater to older children.

The current building is bursting at the seams with no room to add new exhibits or comfortably handle the growing number of visitors.

CMOS aims to raise a total of \$16 million, with \$4.85M raised to date, to expand their footprint by 17,420 square feet, adding new and novel exhibits, expanded programming, and ample parking. This expansion is crucial for CMOSC to continue to serve the community with the same level of excellence and educational impact that they currently provide.

To meet the growing needs of the community, CMOSC will:

- More than double the current indoor exhibit space from 4,500sf2 to 12,000sf2.
- Create a dedicated STEAM (Science Technology Engineering Art and Math) area designed for children ages 8 to 12.
- Double the multi-purpose program spaces, allowing the Museum to host 2x as many field trips per year and offering a larger additional venue for programs to take place
- Expand Ella's Art Studio
- Construct a new lobby, reception area, and entry plaza to accommodate more guests

Also included in the project plans is an expanded, accessible parking area allowing for a total of 150 parking spaces. An expanded suite of team member offices will accommodate the future needs of a growing workforce.

This project – pending successful completion of the fundraising campaign – is set to break ground in 2027, with the expansion completed in 2028. Construction costs for the project are anticipated to be \$14.5 million, with an additional \$1.5 million set aside as an operating reserve to support the Museum's future needs.

**What is the amount of the one-time funding request?**

\$300,000

**What department will be responsible for implementing this item?**

Creative Sonoma within the EDB seems likely to be most suitable.

**Does this funding request leverage additional funding?**

A generous local investor has made a matching pledge of \$2.5 million. For every dollar CMOSC raises, \$0.50 of the matching funds are unlocked.

Funding from the Board of Supervisors serves as a cornerstone of support for CMOSC's crucial community asset at the governmental level. Its approval will not only bolster confidence in the project but also provide assurance to potential investors of its significance and value to the community.

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-20****Description of Request:**

\$300,000 funding for the Children’s Museum of Sonoma County for *Unlock Potential (UP!) Inspiring Young Minds* Capital Campaign. It is understood that this request involves providing a contribution to the campaign and does not involve active work in the development of the new facility, so the request would be primarily to develop and implement the agreement to pass through funding. The museum is located at 1835 W. Steele Lane, Santa Rosa, CA 95403.

**Staff Response**

The one-time funding request is an amount equal to less than 2% of the anticipated capital campaign.

Since FY 16-17, the Children’s Museum of Sonoma County (Children’s Museum) has applied for and received multiple Local Events, Organizations, District Priorities grants as defined in the Community Investment Fund Policy (formerly Advertising Policy).

FY 16-17	District Grants	\$14,000
FY 17-18	District Grants	\$12,560
FY 18-19	District Grants	\$ 9,050
FY 19-20	District Grants	\$10,000
FY 20-21	District Grants	\$ 7,000
FY 21-22	District Grants	\$10,000
FY 22-23	District Grants	\$11,000
	<b>TOTAL</b>	<b>\$83,610</b>

Creative Sonoma was noted as a possible department lead for any work associated with the Museum’s request.

The Children’s Museum has raised 30% of the desired campaign total. Previous 2016 capital campaign donors included PG&E and the Community Foundation in the \$100,000+ donor category as well as the Ratto Family and California Department of Parks and Recreation in the \$1,000,000+ donor category.

The County does not generally provide discretionary general government dollars to capital campaigns by other entities. In recent years, district specific allocations (including District Infrastructure allocations) have been directed toward capital campaigns for various entities. Including \$1 million from District 4 for the Alexander Valley Healthcare.

As an alternative to General Fund, the Children’s Museum may request funding under the Community Grants and District Priorities category of the Community Investment Fund Policy. If funding is directed to the Children’s Museum for the campaign, a direct grant funding agreement could be administered by the Economic Development Board Creative Sonoma team.



# FY 2024-25 Board of Supervisors Budget Request Form

Deadline: April 4, 2024

Please email completed form to [CAO-Budget@sonoma-county.org](mailto:CAO-Budget@sonoma-county.org)

**Submitted By:** Lynda Hopkins and James Gore

**Date:** April 4, 2024

## DESCRIPTION OF ONE-TIME FUNDING REQUEST

***Instructions:** Board budget requests are typically financed with one-time sources that are identified as part of the annual budget development process. As such, requests submitted on this form should be one-time in nature.*

**Request Title:**

NAACP/Health Action Together Community Wellness Hub

**What will the funds be used for and why it is needed?**

In 2023, Fifth District, and Sonoma County Fair staff worked with the NAACP Santa Rosa-Sonoma County Branch to investigate the possibility of hosting a Black Community Center on the fairgrounds. Recently, the NAACP-Santa Rosa Sonoma County Branch redirected their efforts to partnering with Health Action Together on a shared space. The two organizations are now collaborating to advance their common goal of enhancing racial equity in Sonoma County.

Health Action Together and NAACP-Santa Rosa Sonoma County Branch plan to create a community hub for both of their organization and other partners, and are seeking County support for this effort. NAACP-Santa Rosa Sonoma County Branch has secured funding from the Peter E. Haas Jr. Family Fund, which has agreed to support the lease at \$50,000 annually for the next three years. They have identified a shared space in downtown Santa Rosa on 4th Street, near the main bus line with adequate parking for both organizations to co-create a first-of-its-kind community hub.

**What Strategic Plan does this request directly support?**

Racial Equity and Social Justice

**What is the amount of the one-time funding request?**

\$100,000

**What department will be responsible for implementing this item?**

TBD

**Does this funding request leverage additional funding?**

\$150,000 from the Peter E. Haas Jr. Family fund, \$45,000 from Health Action, and \$15,000 from the NAACP-Santa Rosa Sonoma County Branch.



**\*\*To Be Completed By Staff\*\***

**STAFF RESPONSE TO BOARD BUDGET REQUEST: BOS-21**

**Description of Request:**

This item seeks \$100,000 in one-time funding to be allocated over three years to the NAACP Santa Rosa-Sonoma County Branch and Health Action Together to pay for lease costs to form a new Community Wellness Hub.

**Staff Response**

A Community Wellness Hub shared space facilitated by multiple non-profits supports underserved communities co to the landscape of Sonoma County. If approved, staff would develop an agreement to help provide one time funding for this project. NAACP and Health Action administrators expect this one-time funding will be replaced in future fiscal years as they stated to be working diligently to identify other financial partners and fundraising goals for sustainability beyond the first 3-year term. See attached request.



May 10, 2024

Dear Supervisor Hopkins,

As the NAACP Santa Rosa-Sonoma County branch continues to grow in Sonoma County, we are seeking to build out a community hub to allow for our services, programs, and events to have a place to fully develop and thrive.

Although our county has an abundance of rich resources, we lack in the availability and flexibility of communities' shared space for organizations to not only have a home, but a safe space to hold meetings, run programming, and to be able to offer services.

After long and careful consideration, we feel it is important for us to partner with Health Action Together as both organizations have a shared desire to expand safe space and place for those in the community as well. The goal is to create a community hub for both of our organizations and other partners, to have a space where we can do all of the things we continue to dream about in service of our community and constituents.

Health Action Together is committed to ending health and social inequities in Sonoma County by ensuring people most impacted by racism are driving our efforts. This means Black, Indigenous, People of Color (BIPOC), and immigrant and undocumented community members. As Health Action Together continues to grow, engage, convene, build & foster relationships with the communities most often excluded from decision-making (*as identified in [Portrait of Sonoma 2021 Update](#)*), sharing space with the NAACP Sonoma Branch makes sense because these are the communities HA Together must center to co-design systems that truly serve every person in Sonoma County.

We have identified a shared space in downtown Santa Rosa on 4th Street just off of the main bus line with parking room for both of our organizations, the first of its kind community hub.

The annual cost to rent this space will fall just under \$100,000. Health Action can contribute \$15,000 annually, our branch can contribute \$5,000 annually, and we are looking to you and your colleagues to help us close an additional portion of that. We would like to request a total contribution of \$30,000 annually for the next three years from the Board of Supervisors and have identified a few combinations:

- An annual contribution from each district of \$6,000 each.
- An annual contribution from four districts of \$7,500 each.
- An annual contribution from three districts of \$10,000 each.

We have been working with the Peter E. Haas Jr. Family Fund, who has agreed to support the sustainability of this lease at \$50,000 annually for the next three years.

With this endeavor in mind, our branch is working diligently to identify other financial partners and fundraising goals for sustainability beyond the first 3 year term. We hope you and your team may decipher an annual contribution to this rental cost to ensure our NAACP Santa Rosa-Sonoma County Branch in addition to Health Action Together can co-create this Community Wellness Hub and continue our efforts to offer advocacy, education, case management and community support that the county is not and has historically not been able to hold.

In witnessing the board's ongoing attention to the racial equity issues and initiatives within our county, investment in this unprecedented wellness hub would signal a tangible step to begin to address the generational equity gaps and life outcomes that were uncovered in the 2021 Portrait of Sonoma.

We look forward to your response, thoughts, and more importantly continued investment with community partners to help our Sonoma County constituents thrive.

In Community,

Kirstyne Lange  
President, NAACP Santa Rosa - Sonoma County

Adriana Arrizon  
Executive Director, Health Action Together